



COMPREHENSIVE MANUAL

HOW TO START A TOUR GUIDING BUSINESS[©]

*Embark upon a career doing
something you love - become
a professional Tour Guide in
your own city, town or state.*



The GEM Group, Ltd.
Institute of Travel Career Development

How to Start a Tour Guiding Business[©]

A “How-To” manual for the thousands of people who want to
discover the world of travel as a career

By

g.e. Mitchell
Author, Tour Designer & Lecturer

How to Start a Tour Guiding Business[©]

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Development

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The GEM Group, Ltd., Institute of Travel Career Development

The GEM Institute of Travel Career Development evolved from the travel professional's demand for unique and innovative material.

Overseen by Mitchell, these publications continue to surpass other competitive literature and are setting higher standards for the travel market.

Mitchell's works are currently in use in the United States, the Middle East, the New Independent States, the Caribbean Basin, Canada, Latin America, and Russia.

Continued international growth is imminent as the world's hunger for Mitchell's consulting talents take him around the globe.

The mission of the Institute focuses on preserving the unique history, culture, and ecology of the region that is being promoted to the traveling public.

The promotion of these countries natural resources helps to stimulate the economy while preserving the ecological balance of nature and visitor.

The GEM Group, Ltd.

Established 1976

*A company dedicated to helping countries develop
a successful and profitable tourism destination*

A full service Tourism and Travel firm, the GEM Group Ltd., was established in 1967 with the initial purpose of operating as an International Tour Operator company.

Since its founding, the firm has expanded its services from specializing in high-adventure tours to include Hospitality and Tourism Training, Tour Product Development, Marketing and Tour Guiding throughout the world.

Specializing in Cross Cultural Transfer, Rural and Ecotourism product development and marketing, The GEM Group, Ltd., provides the necessary training required for increasing long-range productivity by meeting product demand delivery services while ensuring viable and sustainable economic benefits to the client.

Mr. Mitchell, President of The GEM Group Ltd., and his staff of seasoned travel professionals conduct lectures in tourism career development, specialty travel marketing, sustainable development, and Eco-tourism throughout the world. Mr. Mitchell also has authored numerous travel and tourism texts currently used worldwide.

The GEM Group Ltd., established the first indigenously owned and operated outfitter and guide service in the Canadian Arctic.

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Preface

What is a Tourist?

Although many of us have been “tourists” at some point or another in our lives, we seem to struggle for the words when asked to define tourism. Here’s the dictionary definition:

Tourism (tüe(r)iz̩m): n. The temporary movement of people to places other than work or home. The activities undertaken during their stay and the facilities created to meet their needs.

Important Facts You Should Know About the Tourism Industry

- Travel-Tourism is the world’s fastest growing job profession in creating new jobs.
- Because the industry has been experiencing a boom time, we are in desperate need of qualified tourism professionals.
- Tourism is one of the few industries that can offer exciting, challenging, and varied careers—plus fast promotions.
- Employment opportunities are growing at an impressive rate. In 2005, an additional 130 million new tourism jobs are being created around the world with over 400 different types of employment.
- The travel-tourism profession currently employs one in ten people worldwide.
- Tourism creates jobs and also boosts the local economy. The visitor supports the economy by spending money in shops, local transport, hotels, and restaurants.
- Tourism is a key source of civic pride. Old building sights and museums are rejuvenated and this aids in local conservation and environmental improvements.

Special Note: It is interesting to realize that by 2007, more than 100 million people worldwide will be employed in this renewal of tourism sights. Because of the growth of the industry, travel-tourism is now seen to be of importance to most countries of the world.

Acknowledgments

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Gerald E. Mitchell, President
The GEM Group, Ltd.

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Chapter 1.

Tourism in the 21st Century

What does the future hold for the Travel Tourism Industry?

The economics of the 21st century will be dominated by three industries: information technology, telecommunications, and tourism. The travel and tourism industries have grown by 500% in the last 25 years, and it is estimated that by the year 2007 tourists will spend \$884 billion in foreign countries on tourism related activities. (*Source: The World Travel and Tourism Council*).

Future Careers and Business Opportunities

Because the tourism industry has been experiencing a boom time, it is in desperate need of qualified tourism professionals. Tourism is one of the few industries that can offer exciting, challenging, and varied careers. Opportunities for small businesses are growing at an impressive rate. In 2005, an additional 130 million new tourism jobs are being created around the world, with over 400 different types of employment and business opportunities.

Tourism presents an excellent opportunity for new entrepreneurs! The travel industry is the largest employer in over 33 states in the USA and has spawned a new quasi-political profession of destination-tour operators. The travel-tourism industry has shown over the years that it has the ability to generate new business opportunities when the rest of the economy is in a slump. For that reason alone, travel-tourism is now considered the nation's third-largest retail sales industry and the second-largest private employer (*Source: TIA Foundation*). It is no wonder that travel is now the biggest consumer category on the World Wide Web. Globalization has changed the orientation of companies in response to falling barriers and borders, which have opened new career/business opportunities.

Responsibilities of a Professional Tour Guide

Early travelers were often accompanied by guides who had become familiar with the routes of earlier trips. When leisure travel became more commonplace in the 19th century, women and young children were not expected to travel alone, so relatives or house servants often acted as companions. Today, tour guides act as escorts for people visiting foreign countries and provide them with additional information on interesting facets of life in another part of the world. In a way, tour guides have taken the place of the early scouts, acting as experts in setting and situations that other people find unfamiliar.

Tour guides act as a link between the visitor and the area and its people. They try to ensure that the tour will be enjoyable and as safe as possible. Tour guides are the source of interesting information about the area visited. They should be prepared to answer all sorts of questions from details about local history, flora, activities in the area, wildlife, and where to dine.

People who sign up for a tour often do so because of the presumed expertise of the tour company and the tour director. Consequently, they expect some evidence of this upon arrival at their destination.

A tour guide is often hired by a tour operator, travel agency, special interest group, or other groups of people with a similar interest in mind. Tour guides are trained in their work; schooled in the history and culture of the country, city, or town; and are familiar with all aspects of transportation and dining. Also, being at least a semi-skilled storyteller and entertainer makes the job of the tour guide run much smoother.

The tour guide is responsible to the tour director in charge of the tour. Obviously, the latter would be foolish to ignore the advice of someone more familiar with the country. Many cities and prime tourist areas have registered, qualified guides. These guides, who are deep into the history, culture, and ecology of their areas, can get a lot said and done in a short period of time. Their knowledge of parking areas and the most efficient way to process large groups through heavily populated attractions can often save lots of time. Major United States and international European cities are places where local tour guides predominate.

Throughout the tour, there should be a good working relationship between the tour guide and the tour director. The partnership can make things easier for both parties as well

as for the tour members. While tour guides' primary functions are educational and social, they may also share managerial responsibilities, such as hotel check-in and setting up special events and dine-around programs.

The tour itinerary is usually locked into a set schedule, but the tour director and tour guide can make last minute changes if the original itinerary focuses too much on cathedrals and shrines and not enough on other historic places. Perhaps the tour guide overestimates the knowledge of the tour group, or perhaps the tour members have some special interest, such as local art or agriculture that should be taken into consideration.

Chapter 2.

Outdoor and Adventure Tours

Being An Outdoor Tour Guide

If you like to be outdoors, you may enjoy guiding these types of tours:

- Outdoor adventure
- Fishing/Boating
- Heritage tourism
- Cultural tourism
- Eco-Tours

Eco-Tourism, adventure tourism, and recreation are growing fast, thanks to changing trends in travel. Driving the growth are the requests by today's active clients for recreation and travel adventures where experiencing nature and culture are part of the plan. You can

Special note: During the last century, the nature of tourism has developed in scope and direction away from traditional tourism known in the trade as the “Three Ss” -- sun, sand, and sea -- to a wide range of activities, including adventure, heritage and cultural tourism, special events, and sporting challenges.

choose to offer guide services and lectures on everything from bird watching to salmon fishing, and horseback riding to white water rafting to golf or wilderness trekking. Adventure tourism and recreation draw those who want to experience your country as a place that is natural and unspoiled, and those seeking active, unusual vacations.

Operating an Adventure and Recreational Tour Guide Company

Adventure tourism and recreation is growing fast. Changing trends in travel and tourism, where clients request active, recreational experiences or travel adventures where they can learn about nature and/or culture are driving the growth. This sector includes everything from bird watching to salmon fishing, horseback riding to white water rafting, and golf to wilderness trekking. Adventure tourism and recreation draws those who want to experience

a place that is natural and unspoiled, and those who want active, unusual vacations. Because activities often mean clients need transport, hotel rooms and restaurants, other tourism sectors also benefit.

Hiking, cycling, mountaineering, canoeing, kayaking, sailing, horseback riding, river rafting, scuba diving, sky diving, snowmobiling, and nature/ wildlife viewing are just some of the activities included in this portion of the sector. In addition, there are many businesses dedicated to fishing our lakes and oceans, and hunting or photographing wild animals. Outdoor adventure and ecotourism businesses require staff who have a love and knowledge of the outdoors. They often need technical proficiency and expertise in the activity that the business focuses on. In order to ensure the long-term viability of the business, they must respect the environment and help others to respect it as well.

Special Note: Tour guide companies can contract their services and conduct expeditions for sports enthusiasts, adventurers, tourists, or resort guests.

Overview of Outdoor Tour Guide Services and Responsibilities

- Guide individuals or groups
- Create positive customer relations
- Assemble necessary equipment and supplies
- Set up and break camp
- Prepare and/or serve meals
- Instruct and demonstrate related skills and techniques
- Respect and maintain natural resources

Water sports, Adventure, Fishing Tour Guide Services

Across North America, water and water-based activities are popular with visitors. Activities include fishing, swimming, sailing, windsurfing, water-skiing, canoeing, and sea-going. Related businesses include tour boat excursions, sport fishing lodges, fly-in fishing camps, and boat rental operations. On both the East and West coasts, there are thriving marine businesses ranging from whale-watching tours to deep-sea fishing adventures.

Typical Duties and Outfitting Tasks of a Fishing Tour Guide

- Camp setup (early part of the season only) includes cooking, dining, and shower/sauna tents
- Cook and host buffet breakfast
- Plan the day with the staff and guides
- Communicate with air operator via radio phone regarding any incoming or return flights
- Filet and vacuum pack the catches of the day
- Cook and host buffet supper
- Start the evening's campfire....and relax after a wonderful day's work!

River Rafting Tour Guide

During the season being a rafting tour guide is considered a *lot* of hard work and can be a bit scary at times! It's a tough business. Weather can be difficult. Group trips can be a challenge to manage. Tour guides must love their work and want to share their passion for rafting, river history, and provide a healthy supply of fun!

Typical Rafting Tour Guide Duties

- Create a staff schedule
- Conduct facility management
- Rig and launch the rafts
- Assist in customer safety orientation
- Assess risk management
- "Read" the whitewater
- Conduct equipment logistics
- Make common repairs
- Review state and federal guide requirements
- Provide an overview of natural and cultural history
- Review charts for dual utilization of equipment

Typical River Boat Captain Duties (6-40 tourist passengers)

- Knows the river/lake
- Has piloting skills in handling wind and current
- Experienced in docking the riverboat
- Can “read the river” -- watches for sandbars, snags, obstructions
- Learns deckhand skills

During the riverboat cruise, the tour guide and boat captain work together on the following:

- Locking thru a lock and dam
- Reviewing river transportation
- Assisting in general riverboat maintenance

Throughout the cruise, the tour guide (and often the captain) should be able to tell stories about riverboat traditions, history, lingo, and terminology. They should both be able to provide information about river birds, identify vegetation, discuss the ecology and geology, and tell good stories about riverboat history. A tour guide who is a good storyteller has a definite edge in this business.

Essential Skills

Physical ability and experience in the relevant sport or activity is required. If the tour is an adventure tour scaling mountains or a hiking trek through wilderness, the tour guide must have strength, stamina, and the ability to guide novices through the experience. An ability to get along and work well with others also is necessary.

Excellent communication and instruction skills are required, as are organizational and leadership skills. Knowledge of terrain, environment, and local area in which the guide is to travel are important. Customer relations skills and equipment maintenance and repair skills are desired for this position, as is knowledge of outdoors cooking. It is also good to have knowledge of relevant laws, and of safety and emergency procedures.

Interpreter Guide Services for Culture and Heritage Touring

Should your interest be history, there will always be a need for your skills as a Heritage Interpreter to help others understand and appreciate the cultural or natural heritage of the area visited. Tour Guides work in many different settings -- from parks, museums and aquariums to industrial sites, interpretive centers, and botanical gardens. Interpreters do not simply lecture -- they have a complete understanding of their subject matter and share their interest and knowledge with others. Their different audiences make this position interesting and stimulating.

Responsibilities

- Develop and deliver educational or cultural programs
- Adapt to different learning styles and participant needs
- Operate presentation equipment (e.g. audiovisual, overheads, slide shows, etc.)
- Protect resources

Heritage interpreters must have good communication and public speaking skills, as well as a positive attitude and an interest in and knowledge of related natural or cultural heritage sites. Experience in research is also necessary, along with customer service experience. Interpretive experience may be requested of such a tour guide, along with experience working with groups.

Chapter 3.

Typical Tourist Concerns

The tourist experiences two methods of travel:

1. Outbound Tourism – Travel To a Different Country

Outbound tourism involves the travel from one's native country to another. For example, going to the Bahamas in March is considered outbound tourism. (The "outward bound:" tourism concept should not be confused with a series of popular adventure camps in the U.S.)

2. Inbound Tourism – Travel by Tourists to Your Community

When tourists visit your country or community, they are referred to as inbound tourists. Many people in your country work as tourism professionals dedicated to ensuring the inbound tourists enjoy their stay and will want to recommend your country upon their return home.

Four Tourist Travel Stages

- ☑ **Arrival:** Traveling to the destination, jet lag, culture shock, first impressions, standing in line, welcoming and greeting.
- ☑ **Stay:** Getting the services that were agreed upon, information provision, people skills, satisfying complaints or misunderstandings.
- ☑ **Departure:** Last impressions, trip home
- ☑ **Memories:** Word of mouth, registering complaints for poor service.

Travelers' Concerns and Expectations

- **Transportation:** safe and reliable
- **Lodging:** cleanliness, good location, services
- **Dining:** clean establishments, quality of food, international fare
- **Entertainment:** learning experiences, culture
- **Shopping:** unique gifts from the region, arts and crafts

- **Recreation:** eco-tours, heritage, cultural experiences, and special interest programs
- **Security:** Is it safe to travel on their own
- **Cost:** is the trip a good value?

Worksheet

Chapter 4.

Introduction to Customer Relations

Hospitality Traits and Skills

It is necessary for the professional tour guide to understand the importance of developing basic communication skills. When tour guides act as hosts for their country, they are, in fact, opening the door to their home. The guests (customers or clients) certainly will not feel welcome if they are received by a host who fails to talk, listen, look them in the eye, or prepare themselves for their arrival.

Client Expectations

Remember, when your clients arrive in your community, they are no longer considered outsiders. They have become our honored guests and impact the future of our business.

- Your clients expect a cheerful positive manner from their tour guide, and they do not want a tour guide who is argumentative -- no one wins an argument with a client!
- The client is not a statistic. He or she is a human being with feelings and emotions like your own—complete with biases and prejudices.
- The client is the person whose goodwill you must uphold so that he will continue to buy from you—the key to your success in the future.
- A guest who forms a good opinion of your community is the most valuable asset to your country. That opinion cannot be bought. It must be earned for outstanding service.

Customer awareness is much greater now than it has ever been before. This means that people are more assertive in their demands for good service and more vocal if they do not feel that they are getting the service that they should. Because consumers are becoming more vocal, organizations are taking hard looks at their customer service personnel. Thus, good customer service is important to maintaining your job as well as the client's good will. Competition is becoming much fiercer and choices are wider; therefore, customer will go

the Tour Guide company that gives them the best service. Not necessarily the cheapest prices.

Good Customer Relations

Satisfied customers return for repeat visits and recommend your services to their friends.

Dissatisfied customers not only never come back but also generate bad publicity for the tour company and results in complaints and demands for refunds.

Bottom Line Impact on Your Business	
Good Customer Relations	Bad Customer Relations
Increased sales	Lower sales and loss of sales
Expansion of future opportunities	Loss of opportunities, time, and money
Ensures stability of tour company	Instability and unpleasant working conditions
Greater job satisfaction for guides and managers	Less job prospects and continued employment

Hospitality Checklist for Owners and Staff

Below is a hospitality checklist for tour company managers and staff. Be honest with yourself in completing the checklist and consider each item carefully. Complete it now and then do it again in a few months after you have worked in the business for a while. You will see whether your hospitality skills have improved.

Hospitality Checklist			
Service Standard	Always	Sometimes	Never
I greet visitors as soon as they arrive			
I try to make guests feel welcome			
I greet my customers with a smile			
I aim to please my customers			
My customers are my first concern			
I am glad to help customers in any way that I can			
Visitors receive my undivided attention			
I know my customer's name and use it			
I listen carefully to what my customers say			
I promote friendliness			
Visitors know what is available to see and do			
I volunteer help and information before requested			
I provide accurate information			
I give precise and easily followed directions			
My appearance is at its best			
I am honest in my dealings with tourists			
The tourist is aware of friction among employees			
Tourism service is a team effort			
I try to "sell" my local community			
I invite guests back to the area			
I enjoy my work			

The Gold Standard for Tour Guide Behavior

- Courteous words instead of sharp replies
- Smiles instead of bored looks
- Enthusiasm instead of dullness
- Response instead of indifference
- Warmth instead of coldness
- Understanding instead of closed minds
- Attention instead of neglect
- Patience instead of irritation
- Sincerity instead of being mechanical
- Remembering details instead of forgetting them
- Creative ideas instead of humdrum
- Giving instead of getting
- Action instead of delay
- Appreciation instead of apathy

Chapter 5.

How to Guide Successful Tours

You should know your territory, city, or region and share its secrets with the tour group. At the end of their visit, encourage tour members to take advantage of future tour packages.

Establish a resource of part-time or full-time geologists, marine and terrestrial biologists, botanists, plus historians and other cultural specialists, who are among the best in their field. The caliber of your team will earn you many accolades.

First Impressions - Appearance

Your personal appearance is important. A guide is seen from the front and behind. You, as mentor, are looked at and studied closely by your party. Your appearance is part of the professional image you create.

Ladies

Your face and figure are naturally assessed by men and women. An attractive face is not necessarily one reliant on every item on the make-up shelf; in fact, at present, it is probably just the opposite. A "fashion plate" can create psychological resentment! Dress smartly, interestingly, comfortably, and not too sexy!

Gentlemen

Regrettably, only your face will be considered worthy of study at length! However, dress tidily. Avoid "hippy" or "scruffy" clothes, but on the other hand, a suit and tie are not essential. Nevertheless, an "image" is essential, and male clothes can reflect responsibility, efficiency, and maturity. A beard is acceptable, but very long untidy hair is not.

Dress for Your Destination

Remember where you are going. Ladies should wear trousers or jeans if leading eco-tourism-type tours. Also let the females in your tour party know what clothes are

appropriate for the activities of the day. Choose your shoes carefully; comfort is essential on walkabouts or for wet conditions. Take a spare pair of shoes for changes anyway.

Special Note: If you are an international tour guide from a country where there is a distinctive native costume, to dress in one's native costume is acceptable and a conversational piece for the tour participants.

Tour Director (Courier)

Overnight touring work and longer tours may involve dressing for dinner-so a dinner jacket or suit or a suitable dress is an essential. Take a change of clothing anyway.

Religious Sites and Dress

In some churches (e.g., Roman Catholic), a head cover or scarf is necessary in countries other than the U.S., especially if the party is from overseas and will expect it. Short skirts, revealing blouses, etc., may not be appreciated in these circumstances. (Muslim and Jewish footwear and dress customs must be obeyed in their sacred places.)

Dress for the Prevailing Weather

The seasons change and weather is fickle. Listen to the weather forecast beforehand and be prepared to advise your tour members in advance if at all possible.

First, make sure you are warm enough and comfortable with an extra sweater, a coat, socks, etc., handy. Second, make sure your party is warm. After traveling in a heated motor coach, advise them to take coats, raincoats, etc. -- whatever the season -- when visiting exposed sites, especially if it is windy.

Introductions Are In Order

Introduce yourself clearly by name, and give a welcome and brief summary of the proceedings planned. Try to uncover all of the tour members' interests and discover some names, if only a few, and refer to these later.

Point out how you can be recognized. You may have a badge, umbrella, cane, hat or other item that will distinguish you. Give them a telephone number to contact (e.g., hotel) should they get lost.

All-Important First Impressions

Your first impression is important. It sets the tone for the entire tour and can inspire or lose confidence by your tour group. It also helps you to remain in "control" and command respect from your tour members.

- Always try to be cool, calm, and collected
- Remain slightly aloof-friendly but not gushing
- Monitor yourself- watch your own approach, conceitedness, bad temper, etc.
- Self-control is essential
- Radiate assurance, self-confidence, and command
- Do not patronize the group with a superior attitude about your knowledge

Setting the Stage

Try and discover the mood of your tour group. Watch their body language, their reactions to your discussion and be sure to ask for questions from the group as you go from place to place.

Watch your own habits of speech and body language (e.g., fidgety hands, blinking or twitching eyes, "ah's" or "er's,") and try to check them.

Meet your tour members' eyes in turn when talking -- most people like to feel that their existence has been noted, and someone who only looks and addresses tops of heads or feet does not make good contact.

Presenting Your Community and Yourself to the Visitor

First, know what you are talking about. Careful scrutiny of maps and brochures as well as consulting with your driver helps. Be prepared to answer questions intelligently. There is no need for a continuing deluge of remarks. Make the presentation interesting by making general comments about needed foods and lifestyles. Alternate information with songs and

stories -- there is only so much the tour members are able to absorb at one time. Also, check with the tour participants; have them share jokes, stories, and comments about their travel experiences.

Early morning is the beginning of the touring day. The participants are eager to learn and participate in the program; however, as the day wears on and after a heavy lunch, drowsiness sets in. Keeping their attention becomes more challenging. Often it is better to play a series of games and inform the members of what will be taking place the following day. It is up to the tour director to decide how important the information is and when to disperse it to the clients.

Leave Your Notes Behind

“Talking and eloquence are not the same. To speak, *and* to speak well, are two different things. A fool may talk, but a wise man speaks. “ -- *Ben Johnson*

The tour guide should practice and feel comfortable with giving a spontaneous presentation to maintain an audience's attention. A written presentation is far less interesting than an impromptu one. How can you put magic into your presentation without notes?

Rule #1: Captivate your audience.

Know your subject. The primary reason any tour group decides to listen to you (discounting courtesy and the fact that the tour was included in the tour package) is the presumption that you have something to say. After all, you are supposed to know more about that particular destination than the group does. Pulling out a bunch of notes only telegraphs that they are in for a long canned presentation. Prove that your expertise is really in your head, not just on pieces of paper.

Rule #2. Be mentally disciplined.

Have no fear; you have a message: knowledge of a subject that the tour members have been waiting to learn about. Natural conversation enhances everything you say. It magnifies your magic and focuses your clarity, and the mere fact that you are able to think on your feet makes everything you say sound more controlled and resourceful.

Rule #3. Let your tour group get to know you.

To give the tour group the best presentation for their money, patience, and time, let them get to know you by letting go a little. Make mention of your favorite restaurant or sport. Should the group be from Germany, tell them of your experiences in their land and how special those memories are to you, and that it is your hope that what you were able to share with them today will be one of their fondest memories of this tour.

Rule #4. Concentrate on quality.

The quality of your facts, arguments, and style all rely on your attention to what you are saying. Too often the mechanics of reading, flipping cards, and lifting or lowering your head distract you more than they tune you in to your presentation.

Rule #5. Interact with your audience.

Always think of your presentation as a two-way communication, a mutual exploration. You can't start or end the presentation satisfyingly unless you plan to wrap your words around the tour members.

Rule #6. Speak up.

"Stand up, speak up, and shut up" is an old maxim for public speakers. The guide certainly must do the first two -- stand up and speak up -- and do them slowly and clearly. How long and how often you talk will vary; yet certainly the guide who never stops talking can be as big a nuisance as one who says too little. If it is not really important, don't say it! Talking for the sake of talking kills interest!

Rule #7. Talk to the group, not the object of their attention.

Point to and glance at the building, statue, or view, which you are describing. However, don't forget to look at the group most of the time. The guide who talks "away" from the party may not be heard. Alternatively, stand above and behind the group so that you all are looking in the same direction with your voice carrying over them.

Rule #8. Vary your speed of delivery.

Slow down or speed up to change emphasis — even drop your voice to help focus their attention.

Rule #9. Pause.

Pause for effect...and questions.

Rule #10. Keep your voice strong and audible all the time.

Some speakers will start strong but rapidly become less audible. It may be possible to lower your voice to a more conversational level as the party gets used to it — or in quiet situations. Check yourself frequently.

Rule #11. Smile with your voice.

Try to avoid harshness or the traditional mechanical "guide's drone" illustrated well in certain famous national tourist monuments and historical homes. Clearly, the effectiveness of your voice should be judged by an oral test or interview; yet you can do a lot by yourself. Try addressing yourself in a mirror with a test piece of "oratory." Find a good book on public speaking in the library and study it, or inquire at your local Adult Education Center for courses on public speaking. These will all help to build confidence. Amateur dramatics is another useful training technique.

Hints for Non-Verbal Communication with Clients

1. Watch facial expressions carefully.
2. Study body movements and try to decide what they mean.
3. Watch for and try to interpret language "extra" such as laughing, coughing, yawning, etc.
4. Notice a person's clothing and jewelry. Try to figure out how these adornments affect the person as a client.

5. Be careful not to generalize and draw wrong conclusions based on a client's nonverbal communication.
6. Don't be afraid to shake hands with a client.
7. Be a little animated and use your body when talking with clients.
8. Use your face to show pleasant feelings, smile or laugh.
9. Dress tastefully; be neat and presentable.
10. Always practice good personal hygiene; be clean and have no offensive odor.

Practice Tour Commentaries

Here are some practice commentaries that you can try out at home before you start out to become familiar with ease of expression before your tour audience.

Example 1:

Good morning, everyone! I'm James Valentine Jr., and for better or worse, I'm your guide for today. I'll do my best to tell you all something about this city on our morning walk, which will be about two miles, so I hope your feet are in good shape. Mine are killing me already, but then I've already done this walk three times today and about five hundred times before this! I'm sure you all remember some history from your school days a long time ago. (I was never very good myself and rotten at remembering dates.) However, if you would like to listen for a while, I will try and tell you.

Example 2:

Good morning everyone! My name's Jimmy (for short), and I'm glad you've joined me for this morning's tour in this lovely city. I hope you'll find it interesting, for there is a lot to see that I'm sure you'd miss on your own. I promise not to bore you with too many dates.

People are the stuff history is made of. I'll just spend a few minutes first telling you about the people who built it and lived here in the past, and then we'll go and see what they've left us to see and admire.

Things to Avoid in Your Speech

Avoid being boastful in speech. Your quality will be well assessed without deliberate personal promotion. "Name-dropping" is out!

If you have an accent, take care that it is kept within the bounds of understandable English. A tour guide with a strong local accent presents a severe problem even for his fellow countrymen. Use your vocabulary sparingly. It need not be confined to basic English, but it helps to learn the following tips:

- Avoid technical terms unless explained. (Others do not have your knowledge!)
- Learn basic foreign terms and phrases for English terminology (e.g., architecture), even if you are not a linguist.
- The simplest word is often the best.

Using the Public-Address System

The use of public-address equipment in the motor coach is largely a matter of practice and experience, but make sure that all -- especially those in the back -- can hear you. Articulate slowly and keep the microphone close to your mouth at all times, even when turning your head. (Watch rock singers!) Avoid holding the microphone under the speakers and creating a feedback "howl." Hold it well down the stalk and use the on-off switch to eliminate your "asides" to the bus driver.

Some guides prefer to use their own mikes, but if you do, make sure it fits the plug on the motor coach and matches the system. The motor coach may have a cassette player incorporated, and this may allow use of pre-recorded music or commentary, audio extracts, or sound effects with the microphone. Since some have an automatic cut-in for this when the microphone is switched off, (you can really produce a D.J. effect!)

The use of a simple portable microphone to talk to your party in the open is not advised unless you have a large group on tour on a windy day. You may want to have a

standby, however, in case of a sore throat or other need to amplify your voice without strain, such as a breakdown in the coach's audio system -- or more likely a motor coach that turns up the volume without a microphone. Do buy a portable with a removable microphone. Don't over amplify -- remember the poor tourist right in front may sue for ruptured eardrums.

Special Note: If you are in the open, try and stand where you can be better heard and seen by all, e.g., on steps or on a bench above the group. Height also commands respect! Remain upwind of the group so that your voice carries down to them better. This will lessen or avoid traffic noise (e.g. around the corner, in a shop doorway).

Stops Along the Way

Rest stops play an important part in the daily tour, offering the clients an opportunity to get off the coach and stretch their legs, smoke a cigarette, use the facilities, and try local snacks at the refreshment stand. Don't forget to allow enough time for convenience breaks, coffee breaks, etc.

Special Note: A crowded spot cause's congestion at ladies' toilets and service may be very slow. Some coach drivers drive faster than others. You may be only ten minutes late at that historical home, but they may have only two guides on duty that day and you are told: "So sorry, she just couldn't wait for your group, but she will be back in half an hour."

The Value of a Foreign Language

It is clearly obvious that those guides who can offer a foreign language in which they are fluent enough to escort foreign visitors on a tour have a great advantage over those who can only guide in English, despite the fact that the English language is widely understood throughout the world and by many visiting tourists. Here's why:

First, visiting tourists often feel more "at home" when spoken to in their own language despite any fluent ability in understanding or speaking English. Certain subtle differences of descriptive, historical, ecological, or architectural terminology and expression

can only be made in the native language. English does not necessarily translate precisely into other languages.

Second, a guide can make social and friendly contact with all members of the party, not just those who understand English well. Thus, a greater appreciation of each individual can be enjoyed.

Third, it is common courtesy to use the visitors' language if at all possible.

Fourth, tour guides with knowledge of several foreign languages can usually hire out for a higher fee.

Common Problem Tourists and How to Deal with Them

Sooner or later, you're bound to encounter most, if not all, of the tourists who present the problems described here.

"The Wanderer" (On Motor-Coach Tours)

You cannot be held responsible for an expensive taxi fare if you have taken every precaution to avoid misunderstanding of departure times of the coach, etc., and have previously clearly warned the party that a time schedule must be kept. (Make sure that those who do not speak English well understand your comments (re: time and place of departure). Tell them in their own language if possible or get someone else to do so.)

Do not go in search of the wanderer yourself or allow others to do so unless you and they know where to look, or you will end up with more tourists missing! If you have waited a reasonable time and the "lost sheep" cannot be found, leave details with the nearest location (e.g., ticket office, restaurant, or local guide). Foreign visitors need special care in this respect. Also, phone the coach or tour agent with the names of those missing.

The persistent latecomers can ruin a schedule and possibly a tour. They may be rather impervious to your comments and express regret of doubtful validity. Give them a private reprimand first, but if felt necessary on the second or third occasion, they can be spoken to publicly in front of the party and reminded of their lack of cooperation, which is spoiling the others' tour. Warn them of the rigid application next time of the five-minute rule and the cost of getting back.

The "Know-it-All"

The know-it-all, the persistent questioner, the "moaner," the "arguer," the "funny man," the "sex maniac" -- you get them all sooner or later.

You learn to cope, but it takes patience, firmness, and more of the teacher's control and discipline at times. Remember, *you* are in charge. Your approach must be to restrain politely but firmly. Never lose your cool -- refuse to argue; rebuff firmly any control other than yours. Accept suggestions but not orders -- assert your authority gently at first, but if necessary, appeal for support from the whole group if any members are being persistently obstructive or objectionable. This is usually enough. Few like to be outcasts.

Accept factual correction politely ("You may be right...") unless you can quote your own authority, but do not get involved in academic arguments or quarrels with know-it-alls. (Discussion with professionals or cultured amateurs over a drink later is different!)

The "Uninvited Guest"

On walking tours, you will inevitably attract those not of your party who want to hear your comments. Do not stop and send them away -- they might be tomorrow's clients seeing if you are worth it! On the other hand, when you are finished, do not spend time answering their questions -- explain briefly and politely to them you are taking an organized party. Tell them briefly where to join the next group if interested and then gently disengage your group, ignoring the intruder. Cut them out when you next enter a building or museum ("Sorry, numbers are limited"). They usually give up quickly.

The "Drunk"

Occasionally, a person will become an annoyance to the party. First try persuasion, then firm threats, then the police, if the person in your estimation forms any threat to the party and may cause a possible breach of peace. Get the driver's help and his witness to your words and actions. Try not to involve the party itself.

A drunken coach driver is more of a problem, but this is rare. However, if you feel that the party is ever in any danger, your responsibility is to the party. Try dissuasion at first; then refuse to embark your party. Notify the driver's employer by telephone, explain the situation, and ask for another driver from their firm or a nearby firm. Obtain

confirmation of your decision from party members. Call the police if you feel that it is necessary. If on the move and it becomes very apparent that the driver is incapable of driving safely for any reason, persuade him (by deception if necessary) to stop and try to remove the keys from the ignition. Disembark the party and notify the coach firm. Do not allow yourself to be threatened over such an action, so call the police. But make sure you have good grounds and witnesses for your decision. Remember, there is also such a thing as a drunken guide -- perhaps not so dangerous, but they may think themselves to be equally capable.

Breakdowns and Delays

The driver is responsible for the coach. He obtains assistance or another coach; you look after the welfare of the party, making members comfortable, arranging food and drinks if possible, notifying hotels or visiting places of the delay, making alternative arrangements and route changes, etc. Apologize to the party for the delay and keep them informed of developments.

If you are stranded alongside the highway, keep tour members in the motor coach and off the road. If necessary, call for taxi, or limo services and settle with motor coach company for reimbursement at a later date.

Accidents

This is where your first-aid training comes in. Learn the "CPR" technique, the "Heimlich Maneuver" for anyone choking, and the prone position for anyone unconscious. If you haven't had any training, remember the rule, "if in doubt, don't!" Calm the party and call for an ambulance or the police. Do not leave the location until you have established control and comfort for the tour members, avoiding confusion and panic at all costs.

Do not move a person who has collapsed or been injured unless there is no other way to protect the person from further injury. Do not give anything by mouth to an unconscious person. Loosen tight clothing, ties, etc. Make the injured party comfortable by putting a cushion or coat under their head -- keep her warm and dry by covering with a blanket or coats until the ambulance arrives. Make sure someone stays with the victim for comfort and to assist with alleviation of shock.

Chapter 6.

Tour Group Arrival

You should arrive at the airport at least 30 minutes prior to your clients' arrival. Because your clients will not be familiar with the airport or the in-bound destination manager, it is common practice to make a small sign that indicates the name of the company and the group's name. Wear a nametag that will enable the visitors to make identify you as the person in charge of their vacation.

Baggage Handling

Now that the clients have disembarked and you have identified yourself to them, search out their luggage and direct them to your transfer company. Provide them with Tour Group luggage tags that will allow their luggage to be identified quickly as part of a tour group.

Special Note: Solo travelers will normally assist an inbound tour destination manager in identifying their luggage. However, with groups, it is recommended that only the group leader assist in luggage identification. The rest of the tour members can be directed to wait in the van or bus. This eliminates much confusion. Try to get your clients out of the airport luggage area as soon as possible. Keep count of how many pieces of luggage were claimed.

Tour Baggage Tag

Tour Company Name _____

Name of Tour Group _____

Name _____

Address _____

City _____ State _____

Zip _____ Phone: _____

International Visitors Problems

You can expect some of your international visitors to be in “culture shock” when they first arrive in a new country. Some of the problems people encounter when people arrive in a foreign environment include:

- **Jet lag:** Possibly tour group members didn't get enough rest or were too nervous to sleep on the aircraft. When they arrive, they are now experiencing an adjustment in time zones and entering into another culture.
- **Languages:** The first time they attempt to order a cup food or beverages or make a purchase, they may have problems understanding the transaction as well as the currency exchange.
- **Climate:** Either heat or extreme cold will take a client by surprise if he or she has not been fully advised as to what to wear and is not dressed accordingly. High altitudes and heat also naturally slow tourists down while they are becoming acclimated to the climate change, and they should be cautioned to take time to adjust instead of going at their usual pace.
- **Food:** Food has always played a very important part in the daily activities of any tour itinerary. What the client might experience could be different hours for dining, seven course meals, spicy foods, and menus written in strange languages -- when all they are really want is a hamburger. Encourage your clients to be more adventurous in their eating habits while on tour.
- **Loss of money, passport, or personal items:** As a tour director, you can anticipate many hours of extra time applying for lost passports, purchasing airline tickets, and filing claims for missing luggage, which certainly could have been avoided if the necessary precautions had been taken.
- **Overbooking or transportation delays:** Even though the hotel rooms have been confirmed and paid for, and the airline tickets written for the proper date and time, the hotel will still overbook and flights will still be delayed. Again, it's your job to reassure your clients that everything in your power is being done to move the tour along.

- **Disappointment in the tour because of over-zealous sales agents:** Where is the deluxe hotel room on the ocean? The free wine with all the meals? The dinner with the captain onboard the ship? And the list goes on and on. Whether it is a figment of the client's imagination or an expectation from an ad on TV or from a salesman representative from your travel company, what the client envisions and what the client receives may be two different things. Should this occur, make sure you have a sample copy of the tour brochure to set the client straight on the tour features.
- **Not getting along with other tour members:** There must be a reason for this behavior (e.g. being late for departure or being loud and demanding). Seek the source of the problem and correct it. The other tour members paid to go on the tour for enjoyment and peace of mind, not to be disturbed by a client who plans to ruin the trip by being a nuisance.
- **Illness:** Nothing is more upsetting to a tour than for a tour member to be ill during the tour. Should this occur, help the client receive proper medical attention and encourage rest rather than a full-day excursion. This may worsen the problem as well as slow down the tour.
- **Overindulgence:** The person who insists on eating their way through Europe or being the last one to leave the party will eventually feel the effects. Do your best to make the client realize that tomorrow there will be a busy schedule and it would be best not to overtax himself or herself and miss out on the day's activities.
- **Lack of physical fitness for the tour:** That climb along the Great Wall of China was the main inspiration for taking this tour, and now the client is not physically fit enough to make the climb. This could be devastating. All the tour directors with the group should make themselves available to assist the person to make a partial climb along the wall and to help make that dream come true.
- **Death:** Should a person pass away while on tour, this will naturally change the mood of the tour. The tour director should attend to details as soon as possible to avoid lasting effects on the tour program.

Tour Guide's Tools of the Trade

- Cell Phone
- Cash
- Reservation Confirmations
- Water
- Contact Numbers
- First aid kit
- Breath Mints
- Rain Gear
- Maps
- Foreign Language Phrase Book

Good Maps Are Essential

Maps are the basic tools of the geographer, and they are also essential for the guide -- all kinds of maps. Build up a reference collection of town street maps for each city where you are serving as a guide.

Street Maps

It is very important that these should be as up to date and accurate as possible in urban areas, especially if they are large enough in scale to show one-way street systems. Usually such street maps are produced by the local Tourist Information Center or Chamber of Commerce for visitors, and a revised edition is printed at least annually. Acquire one of these each year and check changes.

These small hand maps should be supplemented by a larger-scale map with all streets shown. The map should also cover part of the outer zones so that you can easily trace main entry and exit roads from the outskirts into the center of town. Also make note of expressways and tolls charged.

Learn your street map thoroughly and familiarize yourself by walking or driving the route with the map, checking the position of street signs, landmarks and the appearance of

prominent shops or signs as an aid to recognition when driving yourself or guiding the motor-coach driver in traffic.

Mark on your master map the official or unofficial motor coach route, setting down points or routes to be followed by the coaches. Police in-tourist centers can strictly enforce these. The local police can provide details.

Special Note: Remember the distances your group will have to walk from coach stop to the place you are going, bearing in mind older people's limitations and the weather.

Organize Your Maps

- Keep maps filed and easily accessible in an orderly and up-to-date manner.
- Buy a map case or clipboard to keep them in while traveling.
- Check your map by traveling the route as often as possible, as it is surprising how a new road or detour can disorient you, especially in the dark.
- Make summaries of routes to keep with notes and map and amend as needed.
- If needed, create and duplicate any handouts, maps, etc., or collect material from the local tourist board for distribution to the group.
- Work out timings accurately, and write them down on a sheet kept with commentary notes so that you can check them en route. List any telephone numbers of rendezvous points (cafes, hotels, etc.) where stops are arranged in case of delays.
- Study maps carefully and note route and road numbers, significant reference points for signs, turns, etc., from your reconnaissance notes. Make notes of possible alternatives in case of accidents, diversions, etc. and the need to shorten the route.

Special Note: It is recommended that you provide a map with points of interest and areas for independent touring for all motor coach and walking tours.

Each person in your party should also be provided with a simple map if they are free to wander in the town or city or are taken on a walking tour. If the former, the map should

clearly show the town center with major attractions. The point of identifying a landmark (“You are here”) should be made clear in the bus before disembarking, together with the exact spot by location and name where they will be picked up, or where the motor coach will be waiting. Make sure everyone knows this, especially overseas visitors and non-English speakers.

TIP: Explain to your tour group the “five-minute rule” for returning to the motor coach or other meeting point. The group will wait five minutes before proceeding without the stragglers. Be sure they understand the necessity of adhering to this rule to ensure that no one is inconvenienced.

Evaluation of the Tour

Important to the success of your tour is your tour is an evaluation when it is over. Your tour group’s reaction to the tour can increase your business in the future or cause your career to crash. Pay attention to each person’s comments and rating of all the guides involved and of the facilities, attractions, transportation, and overall impressions of the tour. Satisfied customers will tell their friends -- and so will unhappy customers!

It’s important to be objective about negative comments -- they can often tell you more about the success or failure of the tour than the positive praise you receive. A tourist may say nothing at all when the hotel is overbooked or the room service is inefficient, and you could be lured into thinking that all is well, when that tourist is really critical of the facilities. If they think you talk too much and your presentations are too long, they might say nothing but you will find out by their comments on the evaluation form. Take all comments to heart and determine which flaws in the tour can be fixed in the future and which were just odd occurrences that can’t be helped. Let your tour group know that traveling to strange places is an adventure, and while you will make every effort to ensure their safety and comfort, the unforeseen will occur from time to time.

Evaluating The Tour Staff/Tour Guide
(Sample Tour Evaluation Sheet for the Interpretive Tour Guide)

Evaluated by: _____ Date: _____

Tour Program: _____

Part One: The Attraction

<u>Physical Resources</u>	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>
The Meeting Area	4	3	2	1
Pleasant Surroundings	4	3	2	1
Parking Area	4	3	2	1
Rest Rooms	4	3	2	1
Covered waiting area/seating	4	3	2	1
Signs with times of tours, cost, length, etc	4	3	2	1
Literature available	4	3	2	1
Landscaping/beautification	4	3	2	1

Comments: _____

<u>Theme of the Tour</u>	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>
A theme or story has been developed for the attraction	4	3	2	1
The theme is in keeping with the basic resources	4	3	2	1

Resources

Excellent Good Fair Poor

The attraction is historically or ecologically significant	4	3	2	1
The area has been well developed	4	3	2	1
The area is well maintained	4	3	2	1
There are sufficient resources to support the theme or story	4	3	2	1
The activity is not overly strenuous for most visitors	4	3	2	1
Comments:	<hr/> <hr/> <hr/>			

Transportation

Excellent Good Fair Poor

Well maintained	4	3	2	1
Good safety features	4	3	2	1
Appropriate for the attraction	4	3	2	1
Comments:	<hr/> <hr/> <hr/>			

The Tour Arrangements

Excellent Good Fair Poor

The interpreter arrived early at the meeting site	4	3	2	1
The interpreter mixed with visitors	4	3	2	1
The interpreter did not congregate with other tour guides	4	3	2	1
Any special equipment required for-the tour was on hand	4	3	2	1

Orientation Presentation**Excellent Good Fair Poor**

The interpreter took charge of the group	4	3	2	1
An introduction was given to identify the guide and his or her organization	4	3	2	1
Drinking water, rest rooms etc. were pointed out	4	3	2	1
The interpreter gave the tour/ activity by name	4	3	2	1
Any special touring conditions (i.e., steep terrain, etc.) were stated	4	3	2	1
Participants were informed of any of any special gear or clothing required	4	3	2	1
The highlights of the tour/activity were covered	4	3	2	1
The group was encouraged to ask questions and become involved	4	3	2	1
Rules and safety precautions were clearly stated	4	3	2	1

Part Two: Tour Presentations

<u>Quality of the Tour Presentation</u>	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>
The interpreter set a good pace for the participants	4	3	2	1
The interpreter stayed in the lead (for -walks)	4	3	2	1
The interpreter collected the group before starting to talk	4	3	2	1
Good use was made of questions to stimulate visitor involvement	4	3	2	1
The presentation was concise and clear	4	3	2	1
The interpreter responded well to visitor questions	4	3	2	1
Technical terminology, jargon and slang were avoided	4	3	2	1
The presentation seemed interesting to the visitors and appeared-to hold their attention	4	3	2	1
The interpreter positioned him/herself at stops so that all visitors could see and hear	4	3	2	1
The interpreter maintained control of the group	4	3	2	1
The interpreter made good use of illustrations and demonstrations	4	3	2	1
The interpreter avoided the use of pure facts in the presentation	4	3	2	1
The interpreter actively involved the participants in the activity whenever possible	4	3	2	1
The interpreter related the subjects being discussed back to common things	4	3	2	1
Announcements were made at the end and the tour was declared terminated	4	3	2	1
The tour/activity was not too long (Distance) nor did it consume too much time at each stop	4	3	2	1

Comments: _____

The Interpreter's Delivery

Excellent Good Fair Poor

Loudness	4	3	2	1
Rate of speech	4	3	2	1
Clarity	4	3	2	1
Pronunciation	4	3	2	1
Grammar	4	3	2	1
Conversational style	4	3	2	1
Eye contact	4	3	2	1
Enthusiasm	4	3	2	1

Comments: _____

Chapter 7.

Conducting Motor Coach and Walking Tours

In preparation for the tour, if possible talk beforehand with the organizing staff and teachers who should be accompanying the party to ensure that the program is feasible from aspects of timing, access, and shelter.

Ensure that times and places are allocated for restrooms, picnic lunches, shopping. Make sure sufficient staff will accompany the group for control and administration purposes and that your time and role are clearly defined.

Find out who is responsible for maps, worksheets, handouts, etc., and obtain copies for yourself well in advance. Suggest any changes needed in light of your experience. Acquire a list of names if possible. It is advisable to carry a check reconnaissance unless you already know the area or site well or can rely on the teacher-organizer.

En route or on-site, the guide's job is to explain, describe, enthuse and encourage the children so that they get the best interest and educational advantage from what they are seeing. Ask them simple questions about what they are seeing, occasionally test their understanding by question and answer, and having memorized some of the names on the list, ask individuals by name. General questions may be prefaced by "Now, children, what do you think...?" If they are over the age of about fourteen, they resent being called "children," so given names are best! Include occasional references by name to the teacher ("I'm sure Ms. Anderson will want to tell you more about that later, won't you?") The teachers should exercise their own control to see that no one is (grossly) inattentive or wanders off, but do not hesitate to exert your own discipline-gently but firmly if you feel it is essential to ensure attention. You cannot be responsible for mishaps or misbehavior when staff are present-and make sure that they are!

On a motor-coach tour, do not overdo the talking. Turn around so that all can see you, clearly point out things of interest, and encourage a little competition (e.g., "Who will be first to see the big house in the trees coming up on your left? Can you see it yet? Good, John, you're first! Now, do you know who lives there?"). And so on.

Student parties (over age 16) are a little more sophisticated. You can treat them almost as adult tourist groups, but make sure that adequate control is asserted by

accompanying staff to make your job easy (e.g., the temptation of drinking under age or smoking where it is not permitted). Foreign student parties vary with some hanging on every word (English or their native tongue), others apparently noisy, inattentive, or bored, but you get ordinary tourists like that too, so you learn to adapt!

The general organization and degree of control exercised by the accompanying staff will be quickly apparent in the dress and attitude, of the party on first acquaintance, and you will quickly discover the best approach and level at which to do your presentation. Be warned -- not all scruffy-looking town schoolboys are unintelligent and mischievous, nor all school-uniformed young ladies angels! Youngsters are quick to sense being patronized. The guide, too, should not assume that his superiority or age will guarantee respect. It is rather natural enthusiasm and interest in the students as individuals and in what you have to show and tell them that will receive response and attention.

Step-on Guide Service for Motor-Coach Tours

Many of the hints in the previous sections apply to motor coach tours, but there are some differences. Normally the driver is in charge of driving, and the escort and tour guide are in charge of the party. You must work amicably together since the guide may often have to direct the driver to get cooperation with regard to the route, parking places, etc. Keep in mind the driver's problems in dealing with traffic, regulations and handling a large vehicle.

Preparation

Check your meeting place, motor coach and rendezvous time. *Make sure you know your route* and the alternatives for another coach in case of road repairs, traffic jams, or other problems. The driver may need to trust your judgment concerning a route where the width of the motor vehicle will make it possible or impossible to get through.

At the Start: Using Your Own Coach

Introduce yourself and the driver to the group and offer a welcome. Identify your coach by number, color, and company to tour members so they will remember. Fifty coaches in a motor-coach park tend to look alike. Advise the group that alcoholic drinks are not allowed aboard for consumption while en route.

Make sure you have a seat in the front, preferably behind or alongside the driver. Check the microphone and test audibility.

Make sure the driver knows the route. If not, you may have to guide him with clear instructions from over his shoulder.

On Boarding the Coach

Count heads. Make sure everyone is part of your tour - you can easily collect others who belong elsewhere or are hoping to go to some where on your route for free!

On the Move

Learn to use the microphone properly, while sifting down, looking forward or looking back. Do not stand in the gangway up front when moving - you may get hurt if the drive brakes, and you will block the view forward for the passengers. It may be possible to stand in the door well. The driver is not legally allowed to use the microphone to comment when driving a coach. *Do not chatter all the time.*

Give comments well in advance of the coach reaching a point of interest and time your remarks. Don't find yourself having to say, "The fort we have just passed was ..." If you have passed it, forget it! Identify left and right clearly—their left and right, not necessarily yours!

Make sure your coach can pull in at points of interest and parking areas, and that it can be turned round at dead ends easily—remember, motor-coach bodywork over hangs the wheels considerably and cannot clear more than 8 inches or so.

When making refreshment stops, ensure that they can service motor coaches and/or they know you are coming. Make your own list of such places—the driver will have others. Point out where the conveniences are.

Give an introduction to a visit—even stop before you actually arrive, explaining the significance of the place. Ensure that all know where to return to the motor coach after the visit and explain the need to return punctually. Warn them of the five-minute rule! Help the handicapped and ladies on and off the coach. This is both for courtesy and accident prevention. Don't forget that ladies using the restrooms take longer than men, depending on the number of restrooms available and the number needing them.

Be available for questions, etc. on the return journey. Visit through the coach to see every-one. You may like to summarize briefly what they have seen on the tour.

The GEM Tour Guide Mode of Travel

Our mode of travel is the means to see, experience & know more.....

There should be nothing passive about your tours. Boredom is not an option. Each day should be full of activities, from the physical and social, to the intellectual and contemplative.

General points to be noted include:

- **Make them observe:** Point to objects with hand, stick, or umbrella. Use your hands expressively but with care.

- **Walk around to the back of buildings where necessary:** There is often more to be seen architecturally. Try and make the building live.

- **Count heads and keep a regular check on numbers:** Try to memorize appearance or dress if there are any outstanding tour participants so that you can keep up with your group. This is essential if there are several groups visiting the same sites.

- **Be selective in your commentary** and what you try to show them—limit detail to the amusing and important. The tour group is not interested in too much irrelevant detail and chit chat.

- **Make sure you know en route** where there are facilities available such as the following:
 - Seats on which to rest
 - Restroom facilities
 - Refreshment stands
 - Telephones
 - Shops

Considerations

Offer information and recommendations on shops, local restaurants and their specialties with the approximate cost of the meal.

If at any stage during the tour the party breaks for coffee, or are out on their own for shopping, etc., make sure they all know where and when to reassemble. Remind them of the “five-minute rule” -- no waiting for stragglers more than five minutes!

In casual conversation with your group, there may be an opportunity to mention the dangers of being a tourist. This applies particularly to foreign visitors whose language and knowledge of your land might be limited. However, these problems are not confined to foreign visitors. It also applies to Americans abroad -- and even Americans at home. Major or minor disasters such as being overcharged by shops, taxis, or garages, being cheated by street vendors or pickpockets, having belongings stolen at hotels or campsites, all prove that not all Americans are honest.

Similarly, on walking tours or motor-coach tours, you may find yourself defending, justifying or apologizing for your party members' manners -- or lack thereof -- their ignorance of local customs. Do not, however, take all the responsibility for their errors and omissions.

TIP: When selecting your hotel for your clients, consider the location to permit the client to take independent walking tours. Maps of the area showing the various points of interest should be provided.

Handouts

The promotional brochure should include the fact that the group can enjoy the style and fashion of a destination, due to the location of the hotel. Not only will they enjoy the sights and sounds of the city but also the shopping, theater and entertainment districts that are located within a few minutes walk from their hotel, thus making it very convenient for them to tour on their own.

Don't try and cover too much. A tourist who is exhausted mentally and physically is not really a good end product of all this attractive publicity put out by the Tourist Boards.

Special Note: When disembarking from the motor coach, you might make the following suggestions to tour participants: Left side off first, or right side on first. Rotate this disembarking plan at the discretion of Tour Director or the person in charge of the group.

One Final Word. . .

- Be selective and be prepared.
- Learn your area thoroughly.
- Know your routes.
- Plan in advance.

Preparing for a Walking Tour

As a tour guide, you should be able to recommend and design a tour itinerary to fit your clients' needs. Combining walking and driving, while fairly new in North America, has been common practice in Europe and other major overseas destinations for many years. The majority of foreign visitors into North America are anxious to follow this tradition.

Driving and walking an area are a good combination. Driving expands your walking horizons. You can "fast forward" over areas you don't want the group to spend the time visiting because these places are not in keeping with their interests or physical stamina. Walking also gives the visitors an intimate view and sense of a place not attainable from their seats on the motor coach while it is zooming along at sixty-five miles per hour.

Before You Depart

- **Give your party a brief outline of the route you will be taking.** Emphasize where you are by name and that if you are making a circular tour, you will return there so that anyone who gets lost can come back and wait, secure in the knowledge that the party will eventually reappear. Otherwise, tell tour group members where the walk will end.
- **Check numbers in the party.** This can easily be done when distributing maps, brochures, or literature to the group.
- **Be punctual in departure.** Wait only five minutes for latecomers!

- **Watch your walking speed.** Do not walk too fast for older folks; they may not be able to keep up or will want to take time for photos. It's better to reduce the tour length by selective shortcuts than to run over the time. Make sure that the tour groups members keep up and are not in shops or lost.
- **The guide should wait at talking points until most are present.** It is bad to begin to address only the first few members who come rushing up after a speeding guide. Similarly, anything of particular interest to all should be said to them all, not to a chosen few. Individual questions and requests are different, but if they are of general interest they might need to be repeated to all.
- **Watch your voice strength.** Keep it up. Choose talking points carefully; be sure that you can be heard.
- **Keep your eye on weather conditions.** If wet during walking tours, choose doorways, shop awnings, under arches, or inside buildings for commentary for some comfort. You cannot be blamed for rain and wind, but neither a saturated guide nor a bedraggled tourist can maintain enthusiasm for long!
- **In crossing roads, select the safest spots and see your party over.** An injured or dead tourist creates problems on a walking tour. Be especially careful when the party consists of children. Plan your route but be prepared to vary it depending on circumstances. Time your walk and regularly check any changes needed.
- **Try not to mention too many places or things that won't be seen.** If you do mention items outside the route, explain where they are so that tourists can find them later. Make the termination definite; do not just drift away. Say, for example: "Now we have reached the end of our tour...."
- **At the end, tell tour group members where they are and announce the time.** Thank them for coming and express the hope that they found the tour interesting and will return.

Sample Walking Tour Itineraries for North America

New Orleans, Louisiana

- 8:30 AM Coffee and beignets at Café du Monde.
- 9:30 AM Stroll Jackson Square and the French Market.
- 10:30 AM Take the walking tour of the French Quarter.
- 12:15 PM Have lunch at Rita's on Chartres Street.
- 1:30 PM Visit the Aquarium of the Americas.
- 3:30 PM Board the John James Audubon Riverboat for a ride up the Mississippi River to Audubon Park.
- 5:30 PM Survey St. Charles Avenue from the streetcar as you ride back downtown beneath the live oaks.
- 7:00 PM Have dinner at Galatoire's or Commander's Palace.
- 9:00 PM Hear jazz at its roots at Preservation Hall.

Nashville, Tennessee

- 9:00 AM Visit Country Music Hall of Fame and RAC Studio B on Music Row.
- 11:00 AM Pay homage to Athena at the Parthenon.
- 1:00 PM Visit Single-Star Museums near Music Row and spend the afternoon at Opryland U.S.A.
- 7:00 PM Be a part of the *Nashville* Now television audience or attend a Grand Ole Opry live radio broadcast at the Opry House (Friday and Saturday).
- 9:00 PM Have dinner with nightspot music on West End Avenue.
- 12:00 AM If it's Saturday, take in the free WSM Midnight Jam radio broadcast from Ernest Tubb's Record Shop.

Charleston, South Carolina

- 8:15 AM Have a leisurely breakfast with your local guide.
- 9:00 AM Take Jack Thomson's Civil War Walking Tour.
- 10:00 AM See “Dear Charleston” at the Preservation Society.
- 12:30 PM Have lunch in the past at Moultrie Tavern.

- 1:15 PM Drive over the Cooper River Bridge to Patriot's Point, wander through the aircraft carrier Yorktown, and then explore Fort Moultrie.
- Afternoon: Visit Magnolia Plantation on the Ashley River.
- 7:30 PM Take a dinner cruise around Charleston Harbor.
- 9:45 PM Enjoy music at the City Market.

Guiding in Churches and Cathedrals

A preliminary visit is essential and a courtesy contact with the clergyman-in-charge should be made when possible for permission. It is often difficult to ascertain who is responsible for which church in these days of multiple livings, but the clergyman will certainly be able to tell you if any services are likely on the day or time of your planned visit and may be able to help in other ways.

Upon arrival, explore the exterior first, explaining significant architecture, construction materials, the churchyard monuments, etc. Enliven this with human detail -- a quaint inscription or interesting story.

Special Note: Graves offer fascinating stories of social history, too -- from John Peel's at Caldbeck, Thomas Hardy's and Cecil Day Lewis' at Stinsford (Dorset), to Winston Churchill's at Bladon (Oxford Shire). Materials are interesting as well, such as granite, marble and even cast iron in some Sussex churchyards.

Inside, sit the party down at the end of the nave, if possible, and give a brief introduction to the interior. Remember, this is a place of worship; request that the tour members be quiet and behave appropriately with consideration for the obvious do's and don'ts (e.g., do not enter the altar sanctuary or climb the pulpit). Do not touch the bell, ropes, or delicate statues and monuments.

You will have already worked out a route for the party to walk quietly around to see the significant details. *Keep the party together* and proceed in an orderly manner, clearly pointing out significant windows, roof, monuments, font, etc. *Do not attempt to fully describe every monument or feature -- this can be boring and time wasting.* Six items of interest are often generally enough.

Watch your technical terms and explain when necessary. Do not expect everyone (especially foreigners) to remember historical periods, dates, and events.

At the end, allow tour members time to buy literature. Don't forget to collect for your own file. Point out the importance of preserving such beauty -- and point out the offertory box.

You represent the tourist industry, and despite the church's need for tourists' financial support, their attitude is naturally hostile toward those who smoke inside, climb on tombs, or pick up the altar furniture.

Do remember that some places of worship limit numbers and only allow official guides of the church to take parties around.

Check first and prepare your party. Often the church forms the one abiding link to the past in a village, town, or city when it was the human center of existence, birth, life, and death. As such, it has received the rewards for human success and thanksgiving and is therefore a major social and historical repository for everyone around for centuries. Try and see it not as a building but more as a material human record of God's influence over mankind and man's response. Sorrow and happiness, victory and defeat are all reflected here. The visitor cannot fail to feel the spiritual influence in such a building, inherent in the dedicated work and beauty created in its construction and embellishment.

Please remember that this is a place of worship -- not just a tourist attraction provided for your own or your party's benefit. You must try and establish good relations with the clergy and officials.

Guiding with School Groups

Children are often more receptive and responsive to the guide's natural personality and enthusiasm than a bus loaded with tourists. They do not know as much as adults, they ask simpler questions on the whole, and frequently are more appreciative and awed, especially at primary school age, than adults. It is the job of the tour guide to interpret information in a style and language that holds the interest of the group.

School outings are the responsibility of the school authorities. It is up to them to ensure that they are used to the best educational advantage.

The guide's job may be to show the children around a particular area, town, monument, or historic place, through a forest, or a boating excursion. The biggest problem is to ensure that you adapt your material to suit a new audience. Keep in mind children's lesser knowledge and ability to understand technical details and processes: Keep it simple. Try to relate what they are seeing to their work in school or things learned in a play or seen on TV. Do not bore them with details -- leave that to the teacher later!

Historical Homes, Museums, Forts

The guides in historical homes and museums open to the public are either voluntary or paid. They may be assigned one to a room (partly to keep an eye on the valuables!) or they may be mobile; i.e., they progress with a party over a pre-arranged route.

The work is clearly more routine than with outside tours. Occasionally the curator or owner may change furniture or paintings to confuse those relying just on the guidebook, but usually this is done for more mundane reasons. The faces change with each party, but the guide learns the routine by heart, usually at first from a printed script. It is up to the individual guide to make the place glow with the lives, loves, happiness, and sadness of the past occupants. Some succeed even after the five hundredth time.

Indoor guides must watch even more for the habits and idiosyncrasies that creep in the um's, er's, or phrases like "Now over there/here we have..." repeated over and over again during the tour. Dress, stance, speaking positions, clear gestures, and speech are vital to all guides, but perhaps more so at close range indoors. Selection of the visual information and a brief explanation of its relevance to the understanding of a period of a building or family history are essential points.

Obviously, more care is needed when conducting parties around a house where tricky stairs, odd steps, low doors, and other domestic hazards may cause accidents. The tourists need warning in advance of hazards, preferably in their own language. Similarly, some fear the dark, confined spaces or heights, and the guide might avoid problems by recognizing beforehand those who cannot tolerate heights or suffer claustrophobia before taking them out on the battlements or into the old forts. The inherently clumsy tourists need watching when lamps are close to the route -- as well as those who have a tendency to shoplift or belong to the "must-touch brigade."

Particular care should be taken with the handicapped. It would be valuable if you could work out a route especially suitable for them. They should receive as much consideration as the active tourist, and they often enjoy visits even more and are very appreciative of advance planning. (Some consideration might be given here to restrooms and other areas where access may be vital to those in a wheelchair).

TIP: Avoid becoming a “mechanical parrot” a guide who speaks the script, the whole script, and nothing but the script is thrown completely if someone interrupts.

Procedures for guides/couriers in museums, and historical homes depend on whether a house guide has been provided to take over. In other cases, the guide may either let the party wander freely or remain to answer questions or take those who desire through selected rooms or exhibits. The outside guide can always ask if they may be allowed to guide the party around certain places (perhaps time is the problem or the tour members only wish to see a few special items). Nothing can be worse than an outside guide trying to describe history, art, technology, or other aspects of museums, or domestic interiors of historical homes, which they do not fully understand or have misread. Don't try and be an expert here -- leave it to the available specialist guides! Unfortunately, it may be true that the expert may not be a good guide.

It might be reemphasized that tour directors/escorts are not expected to guide around places which provide full-time guides. It is the “unwritten rule” that the “domestic” guide takes over the party completely. This sometimes leads to problems, (e.g., an extra large party, but often these may be solved amicably on a personal basis).

The well-trained stately home guide is becoming an essential part of the tourist public relations effort. Many are called but few are chosen -- and those chosen do need training in the special techniques involved. Some stately homes undertake this in their short courses; others do little but rely on the innate intelligence of the selected person. Many guides are admirable at their work; others leave much to be desired.

Conducting Tours with a Driver Guide

If someone else is driving your own tour bus, provide proper and accurate directions for the motor coach driver. Make sure the vehicle is fully serviced, licensed, insured, not overloaded, or in any way illegal. It could be very expensive if any accident involves your clients.

Carry supplies for an emergency: a simple first-aid kit, fire extinguisher, spare light bulb, spare tire, tool kit, C.B. radio, mobile phone. Make sure your spare tire is serviceable and pumped up. Learn simple roadside repairs.

The Tour

Have handy motion-sickness tablets and sick bags available. A small sponge and bottle of disinfectant are also useful. A cooler of soft drinks and a thermos of coffee are welcome, according to the weather. Hotels can provide picnic lunches in advance if clients order them.

When Driving

- Provide music (tape or radio) *only* if requested.
- *No smoking* when driving is the rule even if the tour members do.
- *Drinking and driving* is also out!
- Do not show off your driving.
- *Some like speed -- others don't.* Find out first the feelings on this. Nonetheless, always stay within the speed limit.
- Air conditioning, ventilation versus warmth; watch for drafts-it's the tour members' comfort you are after! Always remember the client in the rear of the car or mini-van.
- Talking and driving-talk "over your shoulder," but keep your eyes on the road at all times. It is safer to stop and talk whenever possible.
- Do not leave your clients in the car. If you have to stop with a breakdown in a possibly dangerous location, send them for a walk and a picnic off the road somewhere-but not on the shoulder of the road.

Finally

- Keep a record of mileage, times, expenses, etc. for your charges.
- Allow time for rest stops, local tours, and shopping. Share with your clients the routing and why this particular itinerary was designed for their interest and enjoyment.

Make preliminary arrangements in person for coffee, meals, entry, etc. Check costs and how they should be paid (e.g., the museum wants one person to pay the fee for group rates). *Is parking free?* Some tourist attractions charge at the gate before you can park; others allow free parking so that those not interested can sleep or go for a walk instead.

Prepare any visual aids you may like to show the group—perhaps an old photograph to compare with the present view.

If needed, create and duplicate any handouts, maps, etc., or collect material from the local tourist board for distribution to the group.

For additional details on how to package and design one-day to extended tours, purchase the *GE Mitchell Tour Designing and Packaging Manual*.[©]

Closing Out the Tour

Be sure to express your thanks to the Group Leader and tour group members -- whether or not they deserve it -- and don't forget the driver. See everyone off the coach and safely away with a suitable farewell.

Return home and prepare commentary summaries on cards for reference. If you already have these on file from previous excursions, reread and update them if you haven't done that tour recently. Make a point to inform your staff or drivers.

Sample Summary Sheet

The Tour Guide is to complete the following Summary Sheet for tour improvement and recommendations for new tour programs.

Name of the tour: _____

Region: _____

How to get there from the following departure points:

a) _____ b) _____ c) _____

Directions:

Type of tour: Walking _____ Driving & Walking _____ Other _____

Tour Highlights and Features:

Highlights: _____

Features: _____

Degree of difficulty:

Easy _____ Moderately Easy _____ Moderately Difficult _____

Difficult _____ Very Difficult _____

How can the tour be improved?

Remarks

Time of year to conduct tours:

Spring _____ Summer _____

Winter _____ Fall _____

Recommended types of

Clients: _____

Describe the tour in brief (description to include rest stops, places to eat, shop, type of people the clients should expect to meet):

Information about the regions history & culture:

Recommended walking time and distance to be covered in a half day to full day:

List warnings or hazards:

Recommended clothing and footwear:

Additional comments or information:

Why did you like this particular tour?

Additional remarks on the reverse side of this form if necessary:

Departure Announcement – End of Tour

Twenty-four hours prior to departure at the end of the tour, be sure to provide each tour member with a copy of the following notice.

Departure Notice

Attention all members of the _____ group!

You are scheduled to be picked up at _____ am sharp for transfer to the airport. We must be at the airport two hours prior to departure to process the luggage. Please have all luggage you wish to check with the airline in the hotel by _____ am.

All carry-on luggage will be the responsibility of the tour member. Kindly complete the evaluation forms given out at the Farewell Dinner. These will be collected by your guide at the airport.

Have a safe journey home ... and please do come back to the United States again!

P.S. Don't forget your airline ticket and passport!

Sending Satisfied Clients Home!

A scheduled farewell dinner adds a pleasant ending to the tour. The purpose, aside from having an enjoyable get together, is to allow the destination manager time to complete the following tasks:

- Give time/location of airport transfers
 - Make any last-minute travel arrangements
 - Take group photos of the tour members
 - Hand out evaluation/critique forms
 - Inform tour members of other future tours
 - Acknowledge the travel suppliers who helped make the trip successful m
- Reconfirm all flight schedules

Flight Preparations

To be sure all is in order for your clients' return flights, here are a few last-minute tasks that need to be accomplished:

- Reconfirm flight times
- Allow plenty of time to get to the airport and sufficient time to check-in the luggage
- Assist clients with airport check-in
- Assist clients with customs and immigration clearance
- Do not leave until the flight has departed

After The Tour: Accounting and Billing

Now that the tour is over, all that remains is to tie up the final accounting. This involves paying bills received from hotels, tour guides, restaurants, and outfitters. Properly planned, this task can be accomplished quickly and efficiently.

Basically, this is done by comparing the bills sent by the suppliers against the Tour Guide Company/Inbound Destination Manager's records, or by the return vouchers.

After the Tour: Wrapping Up Your Services

You may send a short note to all tour members shortly after they return home, thanking them for their cooperation and expressing appreciation for their business. Responses of tour members sometimes provide excellent commentary for future brochures.

Add the names and addresses of tour members to your Tour Guide mailing list. Using your clients' tour evaluation sheets, also fill out a report on the services provided by the travel suppliers. Include a critique/evaluation form for the hotel, restaurant, outfitters, and tour guides concerning their performance. Be specific -- generalities are not very helpful; do not focus only on the negative. Positive suggestions also aid in planning future tours. Send thank-you letters to travel suppliers.

After the Tour: Keeping in Touch With Clients

Keeping in touch with your clients regardless of how much or how little they have spent on the tour. This action singles you out as a professional. Phone calls, letters, or cards can be the vehicles that keep your clients happy and let them know that you have not forgotten them.

There are a number of benefits to post-trip follow-up with your clients. The most important (and obvious) benefit is the opportunity to initiate another trip. The inbound destination manager should send a thank you card or letter to the clients while they are still on a post-trip “high.” They might consider signing up for another tour while the recently completed tour is fresh in their minds. However, it must be remembered that this will be possible only if the clients have had a memorable and pleasant experience.

One other benefit to post trip follow-up is your ability to get up-to-date details on vendor services, hotels, restaurants, and other sites. Your clients can provide you with information on services rendered (see client's comment sheet in this chapter) by the different suppliers with whom you had contracted. If there is a pattern of inferior service, you would then want to discontinue using the supplier in question. If the supplier is providing adequate service, in terms of quality, timeliness, and contractual obligations, then you would obviously want to keep using their services.

Ways to Keep in Touch

- ✓ **Newsletters.** Keep clients updated about new developments that are taking place within your country by e-mail or hard copy.
- ✓ **Newly designed tour programs.** These provide exciting new opportunities for travelers.
- ✓ **Future discounts.** Offer 10% discount on future trips if they bring a friend. Word of mouth advertisement has proven to be the most effective means of attracting new customers.

Client Evaluation Sheet

Name: _____ Date: _____

Tour: _____

Address: _____ City: _____

State: _____ Country: _____ Zip code _____

E-mail address: _____

Comments

Thank you for you comments and recommendations.

How to select a motor coach for tour group

First question to ask a motor coach company

Charges “Am I being charged for distance by miles, or chartering for my itinerary or for a period of time?” and “Am I being charged for the driver’s meals and accommodations?”

When making the final decision about the transportation for your group, it’s important to consider all the factors. A quality motor coach operator is one that is reliable, professional, offers outstanding customer service, meets all your needs, and is affordable. It is easy to select the cheapest option; however, this is not necessarily the best option. I recommend that you meet with the dispatchers and check out the motor coaches and note the number of the motor coach.

Here are some basic steps to follow in selecting a motor coach:

Research the company:

- Average age, type, seating capacity, and maximum
- Height clearance for their motor coaches
- Frequency of cleaning
- Bus driver uniform policy
- Policy in cases of breakdowns
- Most cost effective option for your specific situation
- Cost of additional services such as videos, music, and coach amenities

How much? Get several quotes from various carriers and ensure they meet all your requirements before signing any contracts.

Reliability is very important (get references) in a transportation provider. Look for companies that conduct themselves in a professional manner over the phone and that promptly follow up on your inquiry.

Payment and Cancellation Policies fully understand the cancellation and payment schedules before your charter a coach. Some motor coach firms provide trip insurance program that protect your deposit in the event your tour group cancel.

How safe is the Motor Coach Operator? Motor coach companies must have federal operating authority if they cross state or provincial lines and should be able to offer you proof of that authority, which is issued by the U.s. Department of Transportation (DOT) or Transport Canada. Additionally, many states and provinces require that a carrier obtain operating authority for intrastate operations.

Insurance!! Ask for proof of a valid current insurance certificate that provides a U.s. minimum of \$5 million in liability insurance coverage.

Obtain carrier's U.S. DOT number. Carriers are required to have a U.S. DOT number clearly displayed and should be either five or six digits long. By using that number you can view the carrier's safety information on-line at www.saferysys.org.

Annual Inspections-All U.S. – based motor coaches must be inspected annually. You can call the individual motor coach company to inquire about inspection, bus maintenance, and repair. Alternatively, you can look for a decal issued by the Commercial Vehicle Safety Alliance (CVSA).

Drivers License-All U.S. drivers are required to have a valid, current commercial driver's License (CDL), with a "passenger" endorsement printed on the license itself. CDL's are only issued after drivers have demonstrated their abilities through skills and a knowledge test.

Special Note: for long or quick-turn-around trips may require an extra driver to adhere to federal safety requirements.

Chapter 8.

Starting Your Tour Guide Business

Now that you've seen how the business works for a tour guide, you may be ready to start your own tour guide service. Like any business, you need a formal business plan to help you focus on the capital you will need, business management, and time, staff, and other resources required.

It can be a great feeling to own your own business, but ownership comes with risk and responsibility. You will probably find that you work harder as a business owner than you ever did as an employee. This chapter is devoted to identifying what you will need to get started and some considerations in making the necessary decisions along the way.

Legal Structures for Small Businesses

One of the first decisions -- right along with completing a business plan -- is your decision on what type of business structure you need. You have several options that work effectively for small businesses, including, but not limited to, a sole proprietorship, a partnership, and a limited liability corporation.

In all cases, make no decision on which form of business to establish until you consult an attorney for advice. There are many factors that enter into such a choice, and the brief description shown here is only to acquaint you with the terminology and some general features of each.

Sole Proprietorship

In effect, this is a business that is solely owned by you. You may pick a name for the company and file a legal notice to that effect, such as "Jane Doe d/b/a Fantasy Tours." (The d/b/a stands for "doing business as.") There is no protection for you from creditors or lawsuits in the event that a client files an action against you.

Where you simply provide a service or do odd jobs for hire, this type of business entity may serve you well but may be inadequate for you on a larger scale.

Partnership

If you are going into business with someone else as a partner, you might want to consider a legal partnership. However, partner becomes liable for the business-related debts “jointly and severally” -- meaning that if a debtor can’t collect from one partner who is insolvent, the debtor can collect the entire amount from the other partner.

Limited Liability Corporation

Technically, a limited liability corporation’s correct name is a limited liability *company* (LLC). It’s not a corporation, but it does offer protection from personal liabilities like a corporation and has the tax advantages of a partnership.

Developing a Business Plan -- Your Key to Funding

A business plan is an essential tool in developing a sound strategy for starting your business. Topics to be covered include:

- ***Executive Summary.*** This provides a summary of all the elements in your plan, including marketing, the services you will provide, financing, and the potential your business has for success in the marketplace.
- ***Customer Market Analysis.*** You will need to research the potential market for your services, how you will find customers, and the cost of client acquisition.
- ***Competitor Analysis.*** Identify your chief competitors -- other tour guide agencies with which you will be directly competing for customers and any edge you can offer in services to make your firm stand out.

- **Sales Forecast.** You must estimate what your potential sales will be over the first two to three years.
- **Company Management.** Identify all the major positions in the company, any board of directors you will have and the specific skills each party brings to the company to assist in its growth.
- **Staffing.** Describe the number of staff positions required and your plans to add staff as the business grows.
- **Financial Statements.** These include a balance sheet, operating expenses, and all other expenses, as well as business income. It is best to consult a Certified Public Accountant to assist in preparation of these figures. Typical information to be used to figure these costs will include your estimates of:
 - **Variable costs:** average cost per unit x forecasted sales per month
 - **Gross profits:** revenue minus the variable cost
 - **Fixed costs:** cost that will be continual costs
 - **Profit before taxes:** gross profit minus fixed costs
 - **Taxes:** profit before taxes are taken out
 - **Net profits:** profit before taxes minus taxes

Business Plan Services -- Worth the Investment!

If you're not comfortable writing your own plan, there are many companies that specialize in business plan writing for a reasonable fee -- depending on the scope of service, this could be a little as \$1,000 or as high as \$5,000. Be very cautious of any company that offers you a comprehensive plan at a very low cost. Quite often, these companies simply provide a template and/or plug in figures and facts you supply.

There is an art as well as a science in writing an effective business plan, and if you are seeking funding in the form of loans, investors, or grants, the money in having a professional plan prepared is worth the investment.

Special Note: A business plan includes a mission statement, long- and short-term objectives, and more. Surf the Internet using the search words “business plan” and you will find information to help you formulate a business plan that is right for you. Additional help can be obtained by calling the GEM Consulting Services *1-800-894-tour*.

Choosing a Company Name

What will you call your new company? When you select a name, it is important to call the Secretary of State for the state in which you will operate your business and find out whether any other company has already registered the name you have chosen or any very similar name. You might have to relinquish your new business name if you pick one that is already taken in your state, and that could be costly.

Your company name should have some tie-in to the industry you will serve because it will be more easily identified and recalled by people searching for a tour agent. In addition, a name that includes words or a single word relevant to your business sector will be helpful when you establish a website on-line because search engines will be more likely to pick up the name by someone searching for “tour” or “guide” or a similar travel-related term.

Information To Include in Your Business Plan

To help you get started in formulating your plan, following is an outline that you can use as a checklist for information to include. This is *not* a business plan -- only a skeleton framework of information you will need to have available when you write your own plan or when you contract with a professional consultant to do it for you.

Executive Summary

Background Information

Name of Business: _____

Business Slogan/Brand Name: _____

Brief Description of Business: _____

Business Location:

Type of Business: _____

Legal Structure: _____

Explain why -- this should be completed *after* you consult with an attorney.:

Owner(s) Information:

Names	Title	Percentage of Ownership
-------	-------	-------------------------

_____	_____	_____
-------	-------	-------

_____	_____	_____
-------	-------	-------

_____	_____	_____
-------	-------	-------

Description of Tours and Services

Briefly describe the product(s)/service(s) that your business sells:

Tour(s)/Services

Special Features

<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>

Customer Market Analysis

What is the age range of your target customer? _____

What is the gender of your target customer? _____

Where does your target customer live? _____

Who does your target customer buy from now? _____

Remarks:

Competitor Analysis

Who are your competitors?

How do their prices compare to yours? _____

How does their customer service compare to yours? _____

What do your potential customers think of your competition?

What is their greatest strength?

What is their greatest weakness?

What will your business specifically do to beat the competition?

Management

Fill in the details for the people who will manage the business. Of special interest to any lender or grantor is the experience each person has that pertains to the tour guide industry.

Name: _____

Title: _____

Job description: _____

Experience/Qualifications: _____

Name: _____

Title: _____

Job description: _____

Experience/Qualifications: _____

Name: _____

Title: _____

Job description: _____

Experience/Qualifications: _____

Will each manager work in the business full- time or part-time? If not, explain their contribution of services relevant to the business.

How much do you anticipate paying them? _____

(note - partners do not receive a salary but divide the profits proportional to ownership each year).

What characteristics and qualities will you be looking for in your staff?

Board of Advisors and Mentors

Do you plan on having a Board of Directors? _____

How many people do you expect to have on it? _____

How often will you meet? _____

(note - if you incorporate, you are required to hold an annual meeting)

Where will you meet? _____

List the professions that you plan to have represented on your board:

Profession	Name of Potential Member
_____	_____
_____	_____
_____	_____

Do you have a mentor? If yes, describe the person:

Name(s): _____

Tracking Time - Internal Planning

One of the biggest mistakes new business owners make is not planning the time commitment needed to run a business effectively. If you are starting this venture as a part-time enterprise, then how you manage your other commitments will have a major impact on the success of your tour guide business.

You can help ensure your success by developing a detailed time management schedule for yourself and others who will be actively working for your new company. These detailed schedules are usually not shown in a formal business plan but you need to have the information available if investors or lenders ask.

Time Management

Fill in your weekly schedule. Include training, full or part-time job and personal information.

Time	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
7:00am							
7:30am							
8:00am							
8:30am							
9:00am							
9:30am							
10:00am							
10:30am							
11:00am							
11:30am							
12:00pm							
12:30pm							
1:00pm							
1:30pm							
2:00pm							
2:30pm							
3:00pm							
3:30pm							
4:00pm							
4:30pm							
5:00pm							
5:30pm							
6:00pm							
6:30pm							

Goal Setting

List your five most important *long-term* business goals:

1. _____

2. _____

3. _____

4. _____

5. _____

List three specific *short-term* goals to achieve in the first month of business:

1. _____

2. _____

3. _____

List three specific *short-term* goals to achieve the first six months of business:

1. _____

2. _____

3. _____

List three specific goals to achieve within the first year of business:

1. _____
2. _____
3. _____

Do you plan on working full time? _____

Do you plan on owning your tour transportation (motor coach or boat)? _____

Equipment: Lease, Rent, Purchase

Source: _____

Cost Analysis: (Terms, Insurance, Interest, payment schedule)

Training and mechanical support (get references!!):

Cost of Conducting Business

List everything you need in order to start your business -- business cards, phone service, desks, computers, etc.

Item	Quantity	Cost

Total start up cost: \$ _____

Fixed Cost per month

Utilities: \$ _____

Salaries: \$ _____

Advertising: \$ _____

Insurance: \$ _____

Interest: \$ _____

Rent: \$ _____

Miscellaneous: \$ _____

Total: \$ _____

How can you reduce your monthly overhead?

- Work from home?
- Telephone (cell phones)
- Advertising/Promotions (co-op marketing with other business partners)
- Travel (Agents discounts, FAM trips)
- Printing (trade out for services or co-op advertising)
- Web Site Marketing (link to other suppliers)
- Use direct mail (no yellow pages/news paper advertisements)

Notes:

Monthly Break-Even Analysis

Break even and return on Investment

Monthly fixed costs: _____

Gross profit per unit:

The business needs to sell _____ tours each month to reach break-even.

Return on Investment:

Net profit: _____ = \$ _____ x 100

Start up costs

The business has a yearly return on investment of _____ %

Break even: Monthly fixed costs divided by the average gross return on investment

Economies of One Sale

Item-Tour	Selling Price	Quantity sold in one day*	Total Revenue
	\$		\$
	\$		\$
	\$		\$
	\$		\$
	\$		\$
	\$		\$
	\$		\$
	Total quantity sold		

Total Revenue: \$ _____ *possible to sell in one day

Total Variable Cost: \$ _____

Average variable cost/unit: \$ _____ (Total Variable Cost/Total Quantity Sold)

Average gross profit/unit: \$ _____ (Average Selling price/Average Variable cost)

Sales Forecast

How many hours per week do you plan on working? _____

How many hours per month do you plan on working? _____

How many hours per year do you plan on working? _____

Sales Forecast (tour services sold)

Forecasted sales per week: _____ (quantity per hour x hours per week)

Per month: _____ (quantity per hour x hours per month)

Per week: _____ (quantity per hour x hours per week)

List the tours that brought in the most income:

Tours to remove from your brochure/web site or re-design

How can you improve your performance?

Staff training:

How many hours you project working during the week

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
7:00am							
7:30am							
8:00am							
8:30am							
9:00am							
9:30am							
10:00am							
10:30am							
11:00am							
11:30am							
12:00pm							
12:30pm							
1:00pm							
1:30pm							
2:00pm							
2:30pm							
3:00pm							
3:30pm							
4:00pm							
4:30pm							
5:00pm							
5:30pm							
6:00pm							
6:30pm							
7:00pm							
7:30pm							
8:00pm							

Yearly Income Statement

Revenue Deduct: \$ _____

Variable Cost Totals: \$ _____

Gross Profit: \$ _____

Fixed Costs:

Utilities \$ _____

Salaries \$ _____

Advertising \$ _____

Insurance \$ _____

Interest \$ _____

Rent \$ _____

Miscellaneous \$ _____

Total Fixed Costs: \$ _____

Profit before taxes: \$ _____

Taxes (20%) totals: \$ _____

Net Profit: \$ _____

Venture Capital Request and Summary

Total start up capital required: \$ _____

The total start up capital required will be financed as follows:

Personal Savings	\$ _____
Family	\$ _____
Friends	\$ _____
Debt financing (____% interest)	\$ _____
Business grant	\$ _____
Total financing	\$ _____

Chapter 9.

Business Research

How to Conduct Tour Site Inspections

Travel literature often overlooks the shortcomings of the country or city it is promoting. It is your task to objectively review the destination and be able to advertise your office staff and clients. As an interpretive tour guide, you are the evaluator of your travel product.

There will be many aspects of your destination to take into account. Observe the political/crime climate; grade hotels, restaurants and tour sites; rate the acceptance of the local community to tourism and your services. Aside from the basic transportation services, you must also consider weather conditions, attractions, nightlife and food, new tour developments.

Ask questions. Will your clients be able to walk the streets or visit the countryside without fear of being molested or approached by solicitors? Will it be necessary to stay confined to the hotel and surrounding area? Should that be the case, what tour packages can you, as an interpretive tour guide, offer?

Conducting an on-site inspection is essential for the tour guide and it is recommended that it be done twice a year -- at the beginning of your season and at the end of your season. Your job will be to look at ways to improve your existing tour package and seek new programs for your clients.

To assist you with the task of your valuation, we have included the following forms:

1. Visitor's Bureau/Government Tourist Office
2. Tour Guide Evaluation Form: Information Updates & Destination Highlights
3. Motor Coach Inspection Form
4. Restaurant Selection
5. Hotel Inspection
6. Sample Tour Evaluation Sheet for the interpretive guide for the training of staff and video taping their presentations.

Visitor's Bureau

Tourist Board/Chamber of Commerce

Phone Information

Business: _____

Fax: _____

Name & Address

Contacts: _____

Promotional Material and Assistance Available to Agents:

Tour Operators/Wholesalers Representing the Destination:

Government Tourist Office

Sales – Service – Promotional Assistance

Films	Y___ N___	Guest Speakers	Y___ N___
Slides	Y___ N___	Maps	Y___ N___
Shells	Y___ N___	Guide Books	Y___ N___
Photographs	Y___ N___	Hotel Lists	Y___ N___
Posters	Y___ N___	Restaurant Lists	Y___ N___

Other: _____

Local Tour Operator/Guide Service Listings	Y___ N___
Schedules of Celebrations, Festivals & Events	Y___ N___

Remarks _____

Tour Guides Evaluation Form

Information Updates

Date of Entry _____

Changes _____

Signature _____

Date of Entry _____

Changes _____

Signature _____

Date of Entry _____

Changes _____

Signature _____

Destination Highlights

National Holidays and Festivals (List dates and special events):

Conventions and Trade Fairs _____

Cultural Activities: _____

Other: _____

FOOD:

Type of Local Foods: _____

Specialties: _____

Local Wines and Liquors: _____

List of Recommended Restaurants:

Name/Location	Cost	Hours	Dress	Entertainment
_____	\$ _____	_____	_____	_____
_____	\$ _____	_____	_____	_____
_____	\$ _____	_____	_____	_____
_____	\$ _____	_____	_____	_____
_____	\$ _____	_____	_____	_____

NIGHTLIFE:

List type of entertainment, charges, location, local or international cast, dress, etc.:

Nightclubs: _____

Theatre: _____

Opera: _____

Ballet: _____

Folkloric Plays: _____

Dances: _____

Casinos (public or private): _____

Remarks: _____

SHOPPING:

Duty Free Shops (locations and hours): _____

Recommended Stores: _____

Best Buys: _____

Local Crafts: _____

Open Markets: _____

Food Items: _____

Comments: _____

SIGHT-SEEING:

Public Transportation (taxi, bus, other and costs): _____

Local Attractions: _____

Historic/Famous Buildings/Landmarks (admission costs):

Guide Services (names, Phone and fees): _____

Special Interest Tours: _____

Recommended Tours: _____

RECREATIONAL ACTIVITIES:

Special Sporting Events (dates and costs): _____

High Adventure Trips: _____

Sporting Activities Available (costs, hours and location): _____

Golf \$_____ Y_____ N_____ Tennis \$_____ Y_____ N_____

Skiing \$_____ Y_____ N_____ Fishing \$_____ Y_____ N_____

Other: _____

National Holidays and Festivals (List dates and special events):

Conventions and Trade

Fairs: _____

Cultural

Activities: _____

Other: _____

Comments: _____

Motor Coach Selection

One of the most important decisions to be made is the selection of the motor coach and driver. When it comes to selecting a coach, go for the best and most reliable equipment. You will have less chance of breakdown, air conditioning units that fail, a public address system that does not work, or a driver who is rude and unfamiliar with the tour route.

The following pages give you a complete inspection report form. This should be fully completed and updated semi-annually. Also, make note of important items such as:

1. Necessary licenses, both local and interstate.
2. Check the carrier's insurance that he or she has airport rights for pick up and drop off at departure gates.
3. In the event of a breakdown, verify how many pieces of equipment are in his or her inventory for back up.
4. Check to verify if the coach company is charging "deadhead miles." If this is the case, the Destination Manager might consider other alternatives to keep the costs down.
5. Confirm with the client how many seats aboard the motor coach will be available for sale. The front two seats are normally set aside for the tour director, tour escort, and tour guide. It is advisable not to fill a motor coach to full capacity on a one-day or extended tour.

Motor Coach Inspection Form

Date: _____

Name of Motor Coach Firm and Address: _____

Emergency Contact: _____

Phone: _____

Fax: _____

Country: _____

Sales and Operation

Office: _____

Office

Manager: _____

Fax: _____

Labor Force:

Union _____

Non-Union _____

Personnel: _____

Preferred

Drivers: _____

First

Impression: _____

Authority to Service Particular Areas (State,

Countries): _____

Vehicles Owned by Company

Motor Coaches Y_____ N_____

Vans Y_____ N_____

Mini-coaches Y_____ N_____

Other Y_____ N_____

New Y_____ N_____

Used Y_____ N_____

Back-up Equipment Y_____ N_____

Amenities: _____

Lavatories Y_____ N_____

Air Conditioning Y_____ N_____

P.A. Systems Y_____ N_____

Card Tables Y_____ N_____

Kitchen Y_____ N_____

Bars Y_____ N_____

VCR Y_____ N_____

Other Y_____ N_____

Motor Coach Seats and Numbers

Reclining_____ Non-Reclining_____

Smoking_____ Non-Smoking_____

Specialties of Company

FITs Y_____ N_____

VIP Service Y_____ N_____

Conventions Y_____ N_____

Students Y_____ N_____

Retirees Y_____ N_____

Special Interest Y_____ N_____

Groups Y_____ N_____

High Adventure Y_____ N_____

In house Packages Y_____ N_____

Other Y_____ N_____

Clean, well maintained

1_____ 2_____ 3_____ 4_____

Seats comfortable

1_____ 2_____ 3_____ 4_____

Visibility for Viewing

1_____ 2_____ 3_____ 4_____

Food and Beverage Service

1_____ 2_____ 3_____ 4_____

Motor Coach Charter Rates Form

Group Net _____ (Non-commissionable)

Gross Prices _____ (Commissionable)

Daily Charges \$_____

Overnight Charges \$_____

Commission Structure:_____

Touring (Driver/Guide Service):_____

In-house Tour

Programs:_____

Extra

Charges:_____

Comments:_____

Restaurant Selection

It is often overlooked that a typical tour group will spend more money each day for meals than any other tour component, including lodging, sightseeing, guide service. Breakfasts are generally provided at the overnight accommodation. However, most group tours will use restaurants for lunches and dinners. If table service is requested, the Destination Manager may schedule the meal stops around the restaurant's off peak hours to ensure quality service. In many cases, the tour price will not include meals. If so, the restaurant selected should have a diverse selection and a wide price range.

Below is a list of important items a restaurant should consider when marketing to and servicing the group travel market:

- **Group menus:** If a special menu is offered to a tour group, it should have a diverse selection including both light meals and full meals.
- **Flexibility:** Some group members may be on restricted diets. Restaurants should be flexible. If a buffet is served, group members should be able to order from the menu as well.
- **Service:** Restaurant service should be fast, friendly, and efficient. Tour groups should receive the same service as all other patrons. Destination Managers should look for restaurants that can serve the entire tour group within 60-90 minutes.
- **Tip and Tax:** Many tour operators prefer restaurants to include tip and tax on the bill. Whatever the agreement is made should be agreeable to both parties.
- **Attractiveness:** Destination Managers often select restaurants that offer individual character. Restaurants that have a special ambience characteristic to the area make the tour destination more memorable.

Restaurant Inspection for Individuals and Groups

Food plays a very important role in the visitor's experience while on vacation or attending a business meeting. In reviewing restaurants you will want to check for the following services, prices, facilities, and of course food preparation and presentation.

Questions to ask while establishing a business relationship with a restaurant or nightclub include:

- ✓ **Group size:** Minimum and maximum number of clients they can accommodate
- ✓ **Individual:** Will discounts or commissions be offered for a number of clients referred to the restaurant during any one calendar year?
- ✓ **Escorts/Tour Guides/Tour Directors:** Are they given complimentary meals while escorting a group?
- ✓ **Bus Driver:** Complimentary meals? Area to wait and relax during the group's function?
- ✓ **Prices:** Cost per person, taxes and gratuities
- ✓ Seating arrangements for groups: Close to entertainment, stairs, handicap accessibility
- ✓ **Dining:** Buffet or sit down, menu choices
- ✓ **Entertainment:** Type, time (weekdays or weekends)
- ✓ **Parking for motor coach:** Can the motor coaches get to the front door in case of bad weather?
- ✓ **Method of payment:** Company check, credit card, partial payment, final payment
- ✓ **Welcome signs for groups:** Make them feel welcome
- ✓ **Special themes/Food preparation:** Birthdays, special events
- ✓ **Contact person:** Who signs the contract and will be there during your function
- ✓ **Reservation and Cancellation policies:** Amount of money to secure the reservation, cost per person with tax and gratuity (other fees)

Notes: _____

Restaurant Inspection Form

Food

Types of Local

Foods: _____

Specialties: _____

Local Wines and Liquors: _____

Signature Items:

List of Recommended Restaurants

Name/Location	Cost	Hours	Dress	Entertainment

Inspecting Hotels

This is an intricate part of your clients' travel plans, whether it is for business or a leisure trip. A sense of security and relaxation is necessary while residing in an unfamiliar environment. A tour or business function can turn sour when a client experiences a hotel that is overbooked, rooms not up to the client's standards, poor hotel services, or an undesirable location. These will all have repercussions for the booking agency.

- A good tour guide must keep abreast of the continuous changes in the hotel industry. There are older properties that never change, but remain stable and consistent in the services they provide. On the other hand, new hotels,

acquisitions, renovations, and changes in management are just some of the reasons most of your recommended accommodations to clients should be inspected. It is up to you to make note of these changes.

- With respect to tour groups, the on-site inspection is necessary not only to inspect the hotel property, but also to meet with the hotel staff and develop a working relationship as well as a solid understanding of the nature of group functions. The hotel and staff will become an extension of your firm.
- The GEM Institute of Travel Career Development has compiled *The Travel Consultant's On-Site Inspection Journal* especially for this purpose. Please contact our office for information regarding purchase.

Special Note: After an independent assessment of the hotel and facilities, the Tour Guide/ Destination Manager can often design a tour package which will include the hotel recreational facilities, night clubs, and restaurants. Many resort hotels have full-time staff preparing and organizing activities (spas, yoga, wine tasting) to keep the client occupied when not out in the local community.

Primary Hotel Inspection Form

Date: _____ Name of Hotel and Address: _____

Type of Property: _____

Commerical: _____

Resort: _____

All-inclusive: _____ Country: _____

Hotel owned & operated by: _____

Location of hotel: _____

Hotel Manager: _____

City: _____ Resort Area: _____

Phone: _____

Fax: _____

Cable: _____

First Impression: _____

Hotel Proximity Information (Record distance to): _____

Nearest Airport: _____

Hotel to airport limousine service: Y _____ N _____

Convention Site: _____

Embassy or Consulate: _____

Shopping: _____

Cultural Attractions: _____

Hospital: _____

Hospital Address and Phone number: _____

Sample Tour Evaluation Sheet

Type of clientele you would recommend for this destination:

Information Updates

Date of Entry: _____ Changes: _____

Signature: _____

Date of Entry: _____ Changes: _____

Signature: _____

Your Destination's Cultural Resources

ASSIGNMENT: For each of the ten cultural aspects noted below, identify which are available in your community and region.

1. Native Foods
2. Ethnic Diversity
3. Languages
4. Traditions
5. Arts and Crafts
6. Festivals
7. High Adventure
8. Soft Adventure
9. Trekking
10. Other

Provide details

Local Food

Ethnic Diversity

Languages

Local Traditions & Arts and Crafts

Festivals 7 Special Events

High Adventure

Soft Adventure

Trekking

Other activities and potential tour programs

Types of Tour Packages You Plan to Offer

Senior Groups	Students	Deluxe Tours
Motor Coach	Soft Adventure	High Adventure
Cruise	Special Interest	FITs
Other		

Remarks

Chapter 10.

Designing Profitable Tours

In this chapter, we'll cover packaging and designing a number of tour features and highlights (services) that would usually be purchased one at a time, but which, in a tour package, are offered as a single product at a single price.

This requires some strategic planning on your part to develop a profitable tour program. You have some specific goals in this planning:

- Promote tour features and highlights of your area.
- Make sure you offer an all-inclusive package.
- Present the benefits of using your services.
- Price your tour to compete with other destinations offering similar services or experiences.
- Pace the tour with your client's safety and comfort in mind.
- Stress a "quality" package.
- Pay attention to details.
- Allow flexibility in the tour program.
- Keep your customers fully informed of what they will experience on the tour.
- Develop a fair refund and payment schedule.
- Be unique
- Make sure your tour package is profitable.

Benefits of a Packaged Tour

With only two weeks of vacation to call our own, why do so many people submit to the rigors and the headaches of group travel and run the risk of not liking other traveling companions? Why do they submit to the indignities of being herded around a destination like sheep?

There are many reasons, including cost saving and convenience and the difficulties of visiting certain foreign countries on their own.

These are legitimate reasons, but they are not the only ones to concern us here. As a tour guide, you need to understand why certain people prefer traveling with a group to going alone. The group-tour type of traveler tends to enjoy:

- Being with other people of the same age, race, or background
- Saving money because the group rates are usually lower than individual travel
- Sharing common interests
- Planned activities for evening and free time
- Experiencing new sights and destinations
- Pre-paid tours, meals, guide service, and transportation
- Personal safety in foreign countries

What is a tour operator?

Throughout this book, the term “tour operator” is used. Today tour operators wear many hats and go by many names, some of which include: .

- Receptive In-bound Tour Operator
- Destination manager
- Ground Operator
- Tour Wholesales
- Tour Organizer
- Travel Agent

Recommended Tour Guide Services

Basic Services

- Airport “meet and greet”
- Airport Limo Service
- Local Sight-seeing service
- On-site representative for a domestic or international tour company

Evening Programs

- Dine-around program
- Gourmet and traditional cooking classes
- Arts & Crafts shows and “hands on” workshops

Day Programs

- Shopping Tours
- Conference, event planner
- Wedding planner
- Fishing and hunting guide services
- Soft and Hard Adventures

Sample Niche Markets

- Gay & Lesbian Tours
- Student Groups
- Senior Citizens
- Special Events
- Family Reunions

Sample list of basic services a Tour Guide company should be able to offer:

Sample list of special-interest tours:

- Archaeological
- Cultural and historical
- Educational
- Health
- Natural history
- Pilgrimages/Religious
- Public Affairs

Sample list of adventure tours:

- Bicycling
- Camping
- Canoeing
- Safaris
- Sailing
- Pack-horse
- Scuba Diving
- White-water rafting
- Golf
- Fishing

Special Note: Rural and Agri-Tourism

Farming communities are becoming a number one seller in many countries where rural tourism is becoming popular. It is becoming a new type of agricultural management for farmers. In view of the impact of farm income from international free trade, it is important to help farmers increase the profitability of their farms as well as to improve the quality of rural life.

Sightseeing Farms: Sightseeing farms emphasize participation in the agricultural production experience and recreational activities

- Educational Farms: Agricultural production, farming life, and the experience of rural culture are key points in education farms.
- Health Farms: Health farms are where city dwellers stay to recover their health, often after an illness or operation.
- **Procedures for creating profitable tour programs**

Creating Profitable Tour Programs

First, know your clients. A close liaison with the clients is essential. Find out who they are, where they come from, and their ages and sex, special interests, and the purpose of their visit. A booking form is useful for this, with spaces for all relevant information, including the desired dates and times of travel.

Men are generally a little intolerant of gardens and shopping; women generally like historical homes and shopping. Try to include tour features for both genders. Age limits walking steep steps, this may not be acceptable and could

change the mood of the tour group. Special plans to be made for disabled clients; many towns issue brochures and other literature on facilities for the disabled. Keep this reference data handy. Request for your service will come from all sorts of clients requesting unique or different tour services. Perhaps it could be a mystery tour—pre and post conference or archaeology students wanting to discover new sites to dig and research.

To plan a successful tour route, keep in mind the following - *Pacing and Balance!*:

- **Pacing:** This is the exciting, yet frustrating part of tour designing, converting the idea into a practical itinerary that works. Laying out the day-by-day program with tours, meals, and other tour components.
-
- **Balance:** An important aspect of itinerary planning. Introducing a variety of activities into the tour. Even though a group may be a history tour, no one will want to study or visit historical sites the entire trip. Offer variety to balance out the tour.
- **Check-list:** One of the easiest ways to plot out an itinerary is to use a daily check list. This insures no days, tour features have been overlooked. For example: Sundays or holidays, are the shops open or closed? Pacing the program: how quickly or slowly the itinerary moves. Free days allow you and your staff to regroup and plan for upcoming next sequence of events that will be delivered by the tour guide. So often, because of a tour designer's desire to show the group everything, too much is packaged into the trip. Allow free time for your tour members to shop, wander about the community, relax, and take photos.

Three Steps to successful Tour Planning

Step One

- Work out a route, remembering how different the view may be from a motor coach.
- Plan stops-check suitable cafes, hotels, restrooms, viewing location.
- Double check opening times, entry fees, pathways and steps.
- Prepare a list of distances and a rough timetable for your driver and guides. Allow for stops and delays. Time goes quickly so don't try to cover too much.
- Pace the tour according to age and interest of group members.

Step Two

- If you have not recently done the route, carry out a preliminary reconnaissance of the entire route, recording notes and comments. If you have recently done the route, this suggestion may not be necessary—but things change quickly. There are new roads, new one-way streets, and restaurants open and close and parking spaces vanish, so be careful. It is better to be safe than sorry on the day of the tour.
- Make preliminary arrangements in person for coffee, meals, entry, etc. Check costs and how they should be paid.
- Is there free parking? Some tourist attractions charge at the gate before you can park; others allow free parking so that those not interested can sleep or go for a walk instead.
- Prepare visual aids you may like to show to the group, perhaps an old photograph to compare with the present view.
- If needed, create and duplicate handouts, maps, etc. or collect materials from the local tourist board for distribution to the group.

Step Three

- Return home and prepare commentary summaries on cards for reference. If you already have these on file from previous excursions, re-read and update them if

you have not done that tour recently. Make a point to inform your staff and drivers of all changes and that they have copies of your routes and rest stops.

Take Advantage of Community Resources

- ***Local resources***

A destination's resources are what appeals to the visitor. The tour features at the core of the visitor's attractions include accommodations, food, shopping, and entertainment. Tourism tour features include natural and man made attractions.

- ***Cultural Resources***

Religious: Mosques, temples, churches, cathedrals, missions, pilgrimage sites, burial grounds.

- ***Natural Resources***

Flora: Wild flowers, wilderness, coffee plantations, herbs and spices, vineyards, and jungles

Landscape: Beaches, caves, coral reef, volcanoes, gemstones, and deserts

Fauna: Birds, insects, wildlife, marine mammals, and wild game

Climate: Summer, Fall, Spring, and Winter

Water: Rivers, springs, oceans, ice, snow, and waterfalls

- ***Heritage***

Castles, forts, historic birthplaces, buildings, and homes, cottages, ghost towns, folklore, museums, monuments, battle sites, ancient roads or paths, and aboriginal or indigenous landmarks

- ***Event Resources***

Festivals: Music (jazz, blues, country, classical, ballet, national)

Tournaments: Sports (local, regional, athletics, racing, horses, dogs, and camels)

Business: Trade shows, agricultural business, social clubs, conventions, carnivals, fishing, and ethnic celebrations

- ***Activities***

Lodges, scuba centers, theme parks, zoos, art and craft courses; outdoor activities which could include an instructional class, golf courses and shopping

Sample Opportunities

The objective of many destinations is to maintain their tourist position against increasing numbers of destinations which offer the same tour features and to assist in maintaining tour highlights to be included in a one day tour. To enhance a tour, the following could be included.

- Native and traditional dances
- Arts and Crafts
- Festivals
- Traditional Foods
- Museums
- Experiences “on the land”

“Weaving it all together”

To stay ahead of your competitors, consider the Four-Way Development Plan:

1. Capitalize on a natural, physical attraction.
2. Capitalize on your location (staging area).
3. Capitalize on your operation and/or your area’s environmental reputation,
4. Create something out of nothing!

Importance of a Qualified Interpretative Guide

The interpretative tour guide can plan itineraries to retrace historical links for history buffs, bird watchers, or also plan a program where the client is escorted to areas of their destination which have been “untapped” by other travel companies.

However, tourism works in an inescapable cycle. Guidebooks and tour brochures trumpet the latest so-called “undiscovered place,” but like so many places before them, in their turn they too become discovered and mundane. How can we avoid overtaking the environment and causing a destination to become mundane? We can do this through a proper interpretative tour guide training program, thus putting a stop to local city guides assuming the role of interpretative guides, more

interested in selling transportation and stops at souvenir shops. You can also appoint professionals in their fields of expertise to assist in formulating a series of training workshops (professionals being scientists, naturalists, and travel-industry leaders) acquainted with eco-tourism and the needs of their clients.

Get their input prior to spending money and time developing a series of eco-tourism tours, so that you will not find out too late that the tours that were so well planned on paper cannot be designed, packaged and delivered due to the lack of qualified personnel and infrastructure.

Provide on the job training for local interpretive guides on subjects such as foreign languages: Your market is the world. Guides should be encouraged to learn foreign languages. In doing so, they will be able to demand a higher fee and keep the employment within the country, not having to hire the services of an outsider.

Planning Eco-tours

According to a study by *Business Quarterly*, travel-tourism receipts internationally, are expected to reach \$8 trillion dollars in 2005, employing over 96 million people and accounting for 48% of the trade services. With such a vast income at stake, no nation can be expected to forget the tourism option.

Eco-tourism, a booming industry growing upwards of 30% annually, will continue to take a fair share of the \$3 trillion dollar receipts, as natural wonders and raised environmental conscientiousness draw tourists.

The phrase “green is gold” is indeed true for countries which are safeguarding natural resources which can be turned into tour programs for the environmental minded traveler.

Who is the eco-tourism traveler?

This person is an intelligent, curious, adventurous, open-minded person, with an enormous appetite for nature, who selects a tour package for the experience and not for the price alone.

The so-called nature lover will take longer trips and spend more money per day than a traveler with less interest in nature, spending an average of any where

from \$225 to \$500 per day, depending on the destination and tour components. This is a substantial increase from the client who suggests that nature was not important to his or her choice of destination and scheduled activities.

Eco-tourism is a means for underdeveloped countries to be persuaded that “green is gold.”

Eco-tourism is a delicate business—and a booming industry, growing up to 30% annually as natural wonders and raised environmental consciousness draw tourists, the money that they spend to the threatened wilderness.

What types of tours interest the eco-tourist?

He or she could be just anyone with a respect for nature, running the gamut from those who partake of nature incidentally and those who always seek out the unusual.

To lure an eco-tourist, it is helpful to have made an inventory of your “environmental riches” such as:

- Rain forest
- Offshore cays and coral reefs
- Mountains
- Glaciers
- Wildlife
- Kayaking
- Bird Watching

Case Study

Question: How much is a herd of elephant's worth to a tourist?

Answer: \$610,000 per year

(Source—Kenya's Ambos Eli National Park)

Expected net returns from park tourism are \$40 per hectare (less than half an acre) versus \$0.80 per hectare for agricultural use.

Tourism now accounts for more foreign exchange revenue than any other economic activity in Kenya. 25% of revenues are channeled back to local communities to maintain the parks.

Chapter 11.

Sample Tour Programs

Launching Your New Company

Walking Tours

A Stroll through History A traditional walking tour through downtown Charleston covers 400 years of history, historical sights, including Rainbow Row and The Battery. This tour provides a sampling of Charleston's architecture and fascinating legends.

Architectural Wonders of Architectural Walking Tours guide the tourist through 300 years of history, revealing its unique architectural heritage as you tour lovely private homes and gardens, churches and stately public buildings.

The Legendary Ghosts of Ghost Walk Tour takes place at night and entertains the traveler with traditional ghost stories and recent sightings; takes them to the city's haunted restaurants, bed and breakfast, and other folk legends of superstitious Charlestonians.

From Cannons to Confederates The Civil War Walk explores the political and Military strategies employed in the Union siege and Confederate defense of the peninsula, recapturing the spirit and culture of this tumultuous period.

Magnificent Mansions and Gorgeous House and Garden Tours of Charleston visit The gardens and reflect the gentility of the Old South. Also visit the interiors of two elegant homes filled with period furniture, china and silver used to entertain the wealthiest families in Charleston.

Additional One Day Tours

These tours require little financial investment and can be offer all four seasons. You can adapt them to your own community.

- **Conduct Lectures on local parks and gardens**
\$39.00 per person
"Garden Lecture"
Guest speakers
With English Tea
- **The Original Pub Tour**
\$20.00 per person
It take approximately two hours and stops at four historic pubs where refreshments are available. Come listen to true tale of bootleggers, presidents and pirates that caroused the very streets on which you are walking. Drinking alcoholic beverages is not required for the tour.
- **Culinary Walking Tours**
\$35.00 per person
Taste the distinctive flavors of the south through a culinary heritage tour of Charleston with Georgia Brown, local food expert, licensed tour guide and 10th generation South Carolinian. Go behind the scenes to experience the rich history of South Carolina's foods as you sample local favorites. learn simple culinary secrets that will help you create your own Carolina kitchen.
Every tour includes three stops selected from: Artisan Bakeries- Food Markets - Specialty Shops-Chocolatiers
- **Dr. Harry's Ghost & Voodoo Walk**
\$15.00 per person
Charleston's Ultimate Ghost Walk Experience. This frightening walking tour combines two of Charleston's most intriguing curiosities-ghosts and voodoo!
FREE use of a real electromagnetic Ghost Finder!

Family Reunion Tours

Why worry about planning a family reunion when we can do it for you. We will provide days of fun-filled activities for children and adults:

- ❖ Treasure hunts,
- ❖ Sporting events,
- ❖ Cooking classes,
- ❖ Photo shots,
- ❖ Story telling and family diary

One-Day Boat Tours

Eco-Water Boat Tours

\$25.00 3 hour tour

- History-
- Nature-sunset
- Special Charters

Create a memorable experience of Charleston for your and your guest. Options include Oyster Roasts, Crab Boils, and/or catered Picnics on an uninhabited barrier island. Transportation by water to and roam local restaurants puts a new twist on "dining out". Wedding parties are welcome aboard. Educational groups can be scheduled with our naturalist and historian. USCG certified catamaran which hold up to 49 people. Free parking and clean restrooms are available.

“Meet the Dolphins” Tour of the Gulf of Mexico, Florida

Tour Highlights: A one-day boat tour in the Gulf of Mexico, to facilitate interspecies play for personal growth, in which our identity is enhanced and expanded through human and dolphin encounters.

Fully escorted by renowned environmentalists to explore and meet with the fun-loving, gentle and spontaneous feeling that the dolphins create within us, offering us the opportunity to process fear, control and self-imposed limitations.

Tour includes:

- Boat Tour for six hours
- Fully Escorted
- Refreshments served on board

What to bring: • Camera • Swimming attire • Fins, mask, snorkel • Picnic lunch- Cost per person: \$55.00 adult, \$25.00 children under 12

RIDE THE TALLEST RAPIDS IN THE WORLD

Tour Highlights:

Ride the river on a raft as you descend a 30-foot bank of water.

The Experience:

On the Shubenacadie River, your guide will guide you as a white wall of water appears downstream and hurls into the estuary from the Bay of Fundy, where the tides meet the current from the river head on. Suddenly, the quiet waterway becomes a torrent of whirlpools and waves 10 to 15 feet high.

The guide will direct the raft through this torrent until you find yourself starting down into the center of one of the largest whirlpools in the world. Your raft will whirl around the funnel of water, which can stretch as wide as 75 feet in diameter and occasionally get deep enough to expose the riverbed. This is one of the largest whirlpools in the world.

Tour package cost: \$150.00 per person

Tour Features:

- One night hotel accommodations
- Four-course “Welcome Dinner”
- Breakfast in the morning
- Tour via raft on the “Tallest Rapids”

Extended Tours (2/3 days)

Algonquin Park Winter Wonderland

Departs: Toronto 2 Night Package Double Triple Quad Single Child (2-11)
 08-Jan-30-Mar \$437 N/A N/A N/A \$215*

* *Child’s rate valid when accompanied by 2 adults.*

2 nights • 3 days

Experience the stunning beauty of Algonquin Park in the winter. Frozen lakes, waist deep snow, wildlife tracks, the howl of a wolf and the crisp clear air are just a few of the delights of the Algonquin winter experience.

Footsteps of the Pioneers Experience the stunning beauty of Algonquin Park in the winter combined with the excitement of snowshoeing through peaceful forests, mushing your own team of huskies and cross-country skiing through the wilderness of the Almaquin Trail. Your accommodation will be in a comfortable log cabin, where candle and kerosene lighting combine to give the setting a warm ambiance. The lodge has indoor washrooms, running water and a wood-fired sauna building with showers.

Group prices and custom dates are available for groups of 6 or more persons.

Day Location Description

Day 1 Arrival in Toronto* Early this morning you will be transferred from your Toronto downtown hotel to Algonquin Park, where you will spend the next two nights at a comfortable log cabin. Spend the afternoon exploring on snowshoes. Lunch and dinner are included today.

Overnight Algonquin Park

Day 2 Algonquin Park today, experience Algonquin Park on a guided adventure tour by snowshoes and cross-country skies. Other options include ice fishing, Quinsy building or relaxing in the cabin. Breakfast, lunch and dinner are included.

Day 3 Depart Algonquin Park Spend the morning mushing a team of huskies and learning techniques & language of the mode of travel. After a trail lunch you will be transferred back to Toronto, arriving early evening.

**Recommended pre & post nights in Toronto. See accommodation grid for rates.*

Package Includes:

- Round-trip van transfers between Toronto and Algonquin Park
- 2 nights double accommodation in a log cabin
- All meals from lunch on Day 1 to lunch on Day 3
- Services of an experienced wilderness guide
- Activities: snowshoeing, dog sledding, backcountry skiing
- All equipment and park permits
- Use of the wood-fired sauna at the Lodge
- Personalized Documentation Package
- Federal & Provincial taxes (foreign visitor refunds & exemptions)

Not Included:

- Personal clothing
- Alcohol and Snacks
- Items of a personal nature
- Gratuities for the guides

Dog sledding in Algonquin Park

Departs: Toronto

2 nights • 3 days

This trip is the real thing and definitely an experience of a lifetime! Explore this winter solitude the same way the Indians and early fur trappers did. Each person gets their own dog team and travels approximately 30km per day. On the first day you will meet your dogs and guide at the edge of Algonquin Park. Here you will be given instructions on the proper technique of controlling a team of eager sled dogs. You will help harness the dogs, hook them up to the sleds and issue the command “Let’s

Go!” During the first day you will steer them through Algonquin Park, navigating forest trails and wide open frozen lakes. In the evening you will enjoy sumptuous food and cozy comfort in the rustic “Hunter's Cabin.” As well, you will feed and water the dogs and ensure that they are comfortably settled for the night. The next day you will be running with empty sleds, so the dogs can run even faster! At the end of the day you will return to the cabin, exhausted but exhilarated! On day 3 you will mush back to the starting point and bid farewell to your guide and your trusty dog team.

**A 4 day dog-sledding trip is available upon request and departs on Mondays.*

<u>Day</u>	<u>Location</u>	<u>Description</u>
Day 1	Arrive Toronto*	Meet the group at the rendezvous location early morning then it's off to Algonquin Park. Upon arrival, settle in, meet the dogs and become familiar with the techniques.
		<i>Overnight Algonquin Park</i>
Day 2	Exploring Algonquin Park	Spend the day out on the trail with your dog team. The evening is at leisure for you to relax in the cozy cabin. Breakfast, lunch and dinner are included.
		<i>Overnight Algonquin Park</i>
Day 3	Depart Algonquin	After breakfast, the group mushes back to meet their transfer to Toronto. Arrive in Toronto early evening. <i>*Recommend pre & post accommodation in Toronto.</i>

Package Includes:

- Round-trip van transfers from North York (Toronto)
- 2 nights double accommodation in a log cabin
- All meals from lunch on Day 1 to lunch on Day 3
- Services of an experienced wilderness guide
- Dog sledding (1 person per sled)
- Sleeping bag rental
- All equipment and park permits

- Souvenir toque (hat)
- Personalized Documentation Package
- Federal & Provincial taxes (taking into account foreign visitor refunds and exemptions)

Not Included:

- Personal clothing
- Alcohol and Snacks
- Gratuities for the guides

Hotel Room	Double	Triple	Quad	Single	Child(9-19)
12 Jan-18 Mar	\$630	N/A	N/A	N/A	\$532

Cancellation policy: Prior to 14 days there will be a \$60 cancellation penalty. Within 14 days of departure 50% non-refundable.

Gray Whale Migration

*Departs: Vancouver
2 nights • 3 days*

The Pacific Gray Whale graces the western shores of Vancouver Island from March through October. One of the best times to view these large mammals is during the months of March and April, when 20,000 whales pass Tofino during their annual migration north. During this season there are also opportunities to see the Stellar sea lions, which live on the outer islands. Whale watching programs use 24 foot rigid-hull inflatable Zodiacs or 25 foot cabin cruiser vessel. Each client on the Zodiac excursion will be provided with a Mustang Cruiser suit, which covers them from head to toe. This suit includes a life jacket and ensures that the client is safe, comfortable and warm.

<u>Day</u>	<u>Location</u>	<u>Description</u>
Day 1	Arrival Vancouver	Upon arrival in Vancouver board your scheduled flight to Tofino. Upon arrival at the Tofino Airport transfer on your own to your hotel. The remainder of the day is at leisure.

Overnight Tofino

Day 2 Whale Watching An adventure awaits you today, as you will explore the coastal water by Zodiac or hard hull boat in search of gray whales and other fascinating marine life. The remainder of the day is at leisure to explore the region.

Overnight Tofino

Day 3 Depart Tofino Fly back to the Vancouver Airport for your homeward or onward flight.

Package Includes:

- 2 nights' accommodation and room tax
- Round trip airfare between Tofino and Vancouver, including AIF,
- NAV fee & GST*
- 2-3 hour whale watching by Zodiac or Cabin cruiser
- (advise at time of booking)
- Personalized documentation package
- Federal & Provincial taxes (taking into account foreign visitor
- refunds and exemptions)

**This package is also available with a car rental instead of flights to Tofino.*

Not Included:

- Meals
- Transfers not mentioned
- Gratuities for guides

2004/2005 Departure Dates: Mon, Wed & Fri, 01 Mar - 27 Apr, 2004

Wickaninnish Inn

	Deluxe Guest Room	Double	Triple	Quad	Single	Child (2-11)
01-Mar-27-Feb	\$594	\$542	\$515	\$751	\$336	
28-Feb-27-Apr	\$638	\$570	\$537	\$837	\$336	

Bald Eagle Viewing in British Columbia

Departs: Vancouver
2 nights • 3 days

Located 45 minutes north of Vancouver, near the small community of Brackendale, are two ecological reserves on the Cheakamus and Squamish Rivers, protecting a renowned bald eagle winter habitat. Here you can view hundreds of bald eagles as they congregate in world record numbers to feast on salmon remains from the fall salmon run. You will be accompanied by a knowledgeable guide and drift silently along the river in safe and stable river rafts. From the water you will be able to capture the mood of this fascinating wilderness and have close-up views of the bald eagles, as they line the river banks and perch in the bare tree branches. Also included is lunch. Transfers are provided round-trip from Vancouver.

<u>Day</u>	<u>Location</u>	<u>Description</u>
Day 1	Arrival Vancouver	Upon arrival in Vancouver transfer on your own to your downtown hotel. The remainder of the day is at leisure to enjoy this beautiful city. Your package includes admission to the Lookout Tower.
	<i>Overnight Vancouver</i>	
Day 2	Eagle Viewing	In the morning you will be transferred to the small community of Brackendale, a 45 minute drive away from Vancouver. Here you will view hundreds of bald eagles from a stable river raft. Your package includes lunch today. In the evening you will return to your Vancouver hotel.
	<i>Overnight Vancouver</i>	
Day 3	Depart Vancouver	The day is at leisure before you depart Vancouver.

Package Includes:

- 2 nights' accommodation and room tax in Vancouver
- 3 hour eagle-viewing float trip
- Hot beverage and lunch
- Round-trip transfers between Brackendale and your
- Vancouver Hotel

- Admission to the Lookout Tower in Vancouver
- Personalized Documentation Package
- Federal & Provincial taxes (taking into account foreign visitor refunds and exemptions)

Not Included:

- Meals
- Gratuities
- Transfers not mentioned

2004/2005 Departure Dates: Daily, Mid Nov - Mid Feb

2004/2005 Net Price Per Person:

Sandman Hotel Downtown - Standard Booking Code: lwbevsm

Standard Room	Double	Triple	Quad	Single	Child (2-11)
15-Nov-15-Feb	\$238	\$212	\$197	\$329	\$110

Rosedale on Robson - Moderate Booking Code: lwbevrr

1 Bedroom Suite	Double	Triple	Quad	Single	Child (2-11)
15-Nov-15-Feb	\$226	\$212	\$205	\$303	\$110

Century Plaza Hotel - Moderate Booking Code: lwbevcp

Hotel Room - ROH	Double	Triple	Quad	Single	Child (2-11)
15-Nov-15-Feb	\$232	\$224	\$219	\$315	\$110

Pacific Palisades - Superior Booking Code: lwbevpp

Studio Suite	Double	Triple	Quad	Single	Child (2-11)
15-Nov-15-Feb	\$232	\$228	N/A	\$315	\$110

Metropolitan Hotel - Deluxe Booking Code: lwbevm

Hotel Room	Double	Triple	Quad	Single	Child (2-11)
15-Nov-15-Feb	\$240	\$224	N/A	\$333	\$110

Hotel Vancouver or Waterfront Centre Hotel - Deluxe Booking Code: lwbevcp

Canadian Pacific Room	Double	Triple	Quad	Single	Child (2-11)
15-Nov-15-Feb	\$260	\$242	\$233	\$375	\$110

The Westin Grand - Deluxe Booking Code: lwbevvg

Superior Room	Double	Triple	Quad	Single	Child (2-11)
15-Nov-15-Feb	\$304	N/A	N/A	\$463	\$110

Sample Interpretive Tour Guide Rates & Fees

Schedule “A”

Sample rates for multi-lingual interpretive guide service in North America can range from \$120 to \$180 for a minimum of 4 hours. A full day can double in cost along with tips and expenses.

Schedule “B”

Chauffeured limousine service, is based on an hourly rate or mileage charges, whichever is greater. Tolls and admission costs are extra.

Net rates, 5-passenger vehicles, \$40-\$50 per hour, minimum of 2 hours. This does not include local sightseeing with chauffeur/guide. This is where the rates in schedule “A” would apply.

Private Car and Driver/Guide Touring

The interpretive guide with knowledge of several languages can make a very good living acting as a driver/guide who is able to provide general guidelines and history of places and major monuments while on tour. He/she is, in most cases, unable by law to conduct guiding inside museums and will be expected to call on a “licensed guide lecturer” for that portion of the tour package.

This type of touring has been a common practice on the continent, and is now starting to take place within the Caribbean and major cities within the United States.

Sample tour costs that are being marketed within Europe:

*Official guide rates based on two passengers in a sedan
and four passengers in a limousine.*

Sample prices from half to full day tours

	Half Day	Full Day
Paris	\$ 495.00	\$ 675.00
Florence	\$ 195.00	\$ 875.00

* Half Day walking tour with official guide (All prices are per car). Rates include:

- Driver/guide
- All government taxes
- Full insurance coverage
- Baggage handling
- Maintenance of vehicle
- Salary/room and board for the driver

Not Included:

- Road tolls, entrance fees
- Driver tips
- Hotel accommodations/meals

Current Sample Tour Costs Marketed within Europe

Official guide rates based on two passengers for a sedan and four passengers for limo.

Sample prices from half to full day tours

	Half Day	Full Day
Paris	\$ 495.00	\$ 675.00
Florence	* \$ 195.00	\$ 875.00

* Half Day walking tour with official guide

All prices are per car - RATES INCLUDE:

- Driver/guide
- All government taxes
- Full insurance coverage
- Baggage handling
- Maintenance of vehicle
- Salary/room and board for the driver

Not Included:

- Road tolls
- Entrance fees
- Driver tips
- Hotel accommodations and Meals

**Sample list of special events and festivals
That takes place throughout the United States
Designing and Marketing America's Festivals and Events**

America is a large nation characterized by its tremendous diversity. Nowhere is this more evident than in the cultural, regional, and historical celebrations staged annually in large cities, communities, and small towns. For a destination manager to offer a true slice of America, he should make a point to contact the state and local tourist boards for scheduled events and festivals that can be included in the tour programming. Any other destination, acquiring hotel space, motor coaches, and local guides is essential in the planning stages. Therefore it is prudent that arrangements be made at least one year in advance for reserving and confirming these important tour components. Check the cost of tickets and the location of seating.

Special Note:

Avoid putting senior citizens so high in the bleachers that they will be lacking for oxygen or be unable to see the events that are taking place. Spend the money on the best seats in the house if at all possible.

- **Know your clients.**

In designing a tour itinerary, different events and festivals will appeal to certain clients. Bear in mind that during these events your tour director or guide will not always be in control of the group due to the number of people who attend these events. It is recommended that arrangements be made ahead of time regarding a meeting place to transfer back to the hotel at the end of the day. Normally the tour members will be ready to go home when the festivities are over as they have had to endure walking, standing, crowds, noise, and the elements. But such nuisances are hardly ever noticed as they are swept away with the excitement in the air.

- **Incorporate attractions and special events in the tour package.**

Attractions are a primary consideration for planning tour itineraries. In any given destination, the attractions that are available add the interesting variety that brings group tours to the area. Attractions range from historic towns and communities to sprawling entertainment complexes, museums, amusement parks, playhouses, etc. The specific needs of the Tour Guide Company using an attraction will vary from one tour to the next according to the itinerary. Therefore, it is most important that attractions be willing to adjust according to the needs of each tour. There are many factors that Destination Managers consider when selecting and working with attractions.

Group rates: Attractions should offer group rates that reflect seasonal fluctuations

The Tour Guide Company can use the suggested events when preparing the following tours:

Historical • Cultural • Special Interest

Alabama	Birmingham Festival of Art Salute to Spain National Peanut Festival Fair National Shrimp Festival June Jam Festival Shakespeare Theatre
Alaska	Iditarod Trail Sled Dog Race Festival of Native Arts
Arizona	Gold Rush Day Celebration Navajo National Annual Tribal Fair Loggers Sawdust Festival
Arkansas	Antique Car Parade & Show War Eagle Fair King Biscuit Blues Festival
California	Mojave Narrows Regional Hot Air Balloon Festival Mozart Festival Pebble Beach Concourse D'Elegance
Colorado	Aspen Food & Wine Classic
Connecticut	National Western Stock Show and Rodeo International Golf Tournament
Delaware	Old Fashioned Ice Cream Festival
Florida	Florida Strawberry Festival Gasparilla Days Destin Seafood Festival
Georgia	Big Pig Jib Oktoberfest
Hawaii	Hawaii International Film Festival Kona Coffee Cultural Festival
Idaho	National Old-time Fiddlers' contest Winters Sports Week

Illinois	Christmas around the World Nauvoo Grape Festival
Indiana	Covered Bridge Festival at Billie Creek Village Feast Of The Hunter's Moon
Iowa	Danish "Tivoli Feast" Celebration National Farm Toy Show
Kansas	Kansas State Barbecue The Good Ol' Days
Kentucky	Great American Brass Band Festival Kentucky Derby
Louisiana	French Quarter Festival Louisiana Folklife Festival Mardi Gras
Maine	Fall Foliage Festival Maine Lobster Festival
Maryland	Party On The Bay Waterfowl Festival
Massachusetts	Boston Harborfest Salem Seaport Festival
Michigan	National Cherry Festival Lilac Festival
Minnesota	International Polka Fest St. Paul Winter Carnival
Mississippi	Choctaw Indian Fair Delta Blues Festival
Missouri	National Tom Sawyer Days Scott Joplin Ragtime Festival

Montana	Crow Fair Wild Horse Stampede
Nebraska	Cottonwood Prairie Festival Homestead Days
Nevada	Cowboy Poetry Gathering National Basque Festival
New Hampshire	Loudon Camel Classic Hayseed Bluegrass Festival
New Jersey	George Washington Crossing the Delaware Miss America Pageant
New Mexico	Gathering of Nations Pow-Wow The Whole Enchilada Fiesta
New York	Lucille Ball Festival of New Comedy Great American Antique Fest
North Carolina	Colonial Living Day Strange Seafood Exhibition
North Dakota	Roughriders Days Cheyenne Valley Art & Crafts Festival
Ohio	Little Brown Jug U. S. Air & Trade Show
Oklahoma	American Indian Exposition "Trail of Tears" Outdoor Drama
Oregon	Hang Gliding Festival Cycle Oregon V
Pennsylvania	Victorian Fair Pennsylvania Renaissance Fair
Rhode Island	Newport Music Festival Tall Ship Festival
South Carolina	Spoletto Festival USA South Carolina Peach Festival

South Dakota	Days of '76 Northern Plains Tribal Arts
Tennessee	Dr. Pepper Balloon Classic Elvis International Tribute Week
Texas	Fiesta San Antonio Dogwood Trails Festival
Utah	Festivals of the American West Golden Spike Ceremony
Vermont	Antique & Classic Boat Show Vermont Maple Festival
Virginia	Washington Birthday Celebration Pony & Swim Auction
Washington	Northwest Folklife Festival Laser Light Festival
West Virginia	Mountain State Art & Craft Fair Mountain State Apple Harvest Festival
Wisconsin	International Aerobic Championships Lumberjack World Championships
Wyoming	Laramie Jubilee Days Grand Teton Music Festival

Design a One to Eight Day Tour

Include the following:

- Title (Signature item)
- Number of days
- Tour features
- Tour highlights
- Tour itinerary (No. 1) For the promotional brochure
- Tour itinerary (No. 2) To include departure times & pick up locations

Remarks:

Plan a 1 – 8 day tour itinerary for your promotional brochure:

Day 1	_____	Day 5	_____
	_____		_____
	_____		_____
	_____		_____
	_____		_____

Day 2	_____	Day 6	_____
	_____		_____
	_____		_____
	_____		_____
	_____		_____

Day 3	_____	Day 7	_____
	_____		_____
	_____		_____
	_____		_____
	_____		_____

Day 4	_____	Day 8	_____
	_____		_____
	_____		_____
	_____		_____
	_____		_____

What time of year can you operate your tour?

<u>Season</u>	<u>No. Days</u>	<u>Name of Tour</u>	<u>Remarks</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
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_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

In the remarks column, make note of any changes in pricing, clothing suggestions, or how the client will benefit traveling at that particular time period.

Back-up (Contingency Plan)

Many tours run smoothly with never a setback. However, most tours do encounter some problems en route, and it is in these problem areas that true leadership and professionalism surfaces.

A contingency or back-up plan to keep your clients occupied and appeased is necessary. What would you do in the event of:

- Bad weather _____

- Strike _____

- Hotel/Airline overbooking _____

- Client poorly matched with this tour _____

Chapter 12.

Creating Your Promotional Brochure

Your tour brochure should literally “jump” from the agency’s brochure rack into your prospective client’s hands!

There is a great deal of information you can include, but some items must be included to ensure that your clients’ expectations match the tours you will provide.

General Information & Terms and Conditions

Suppliers and operators dealing with the traveling public must provide clear and concise information on all conditions affecting the provision of their product. These should be communicated in written form and provide the following information.

- A thorough description of what is included in the program
- All features and highlights should be listed and it should be noted whether or not they are included in the price quoted
- An indication of what periods the prices are quoted
- A clear description of payment procedures for deposit requirements, final payments, and cancellation procedures and charges.
- The pricing, such as single room charges or others should be spelled out
- Waivers—any conditions outlining responsibility must be clearly expressed in exact terms
- Insurance—any specific insurance requirements must be detailed exactly

Designing a Tour Brochure

Page One

- Front cover with company logo
- Signature item
- Name of destination
- Sponsoring organization
- Tour date (optional)

Page Two and Three

- Tour highlights
- Tour features
- Map
- General information about the destination
- Information about the company (optional)

Page Four

- Sample day by day itinerary
- Tour itinerary

Page Five

- Tour dates and cost
- Responsibility clause
- Tour conditions
- General tour information, terms and conditions

Supplement: Tour information form

The brochure cover is your billboard to invite curiosity and invite your clients to look at the following pages.

Pages Two and Three set the tone. They contain an overview of the Tour Highlights and Tour Features. The tour brochure acts as your silent salesman, intriguing the prospective client with product benefits before spelling out the cost.

Page Four should contain a sample itinerary, meal plan, qualifications, and specialty of your tour escort. This should emphasize the delights of the package tour before going onto

Page Five should outline the tour conditions, price, visa, or passport requirements.

Page Six or a supplement to the tour brochure is a means of “closing” the sale. A coupon, return envelope or application should be attached.

Don't forget to print in bold:

1. **For additional information or reservations, contact:** (Your name)
2. **Collect calls or toll free**
3. **Who to make the check out to**
4. **Deposit and/or final payment schedule**

Remember, once you have decided what to say and to whom you wish to say it, you must know how to present the information in an interesting and compelling manner. Here is where the creativity is a must. By "spotlighting the unique differences" such as attractive graphics, maps, and local artwork you can enhance a plain brochure into one that is successful and eye catching.

Prospective clients want the necessary facts rather than generalities. People want to know what they are getting for their money. Be direct, simple, yet appealing.

Your tour brochure design is a choice you and your staff must make. Decisions should be based on your markets, destinations, and your budget.

Tour Operator's Company Logo

Your logo can help your company gain instant recognition!

This is your signature, company logo, or emblem. It may merely be your company name in distinctive type or it could be a piece of art which includes the company designation.

Whatever you choose should be pertinent, attractive, readable and flexible. Consider how it will look in an ad, on letterhead, on your window, or luggage or on brochures. Try to be original and distinctive.

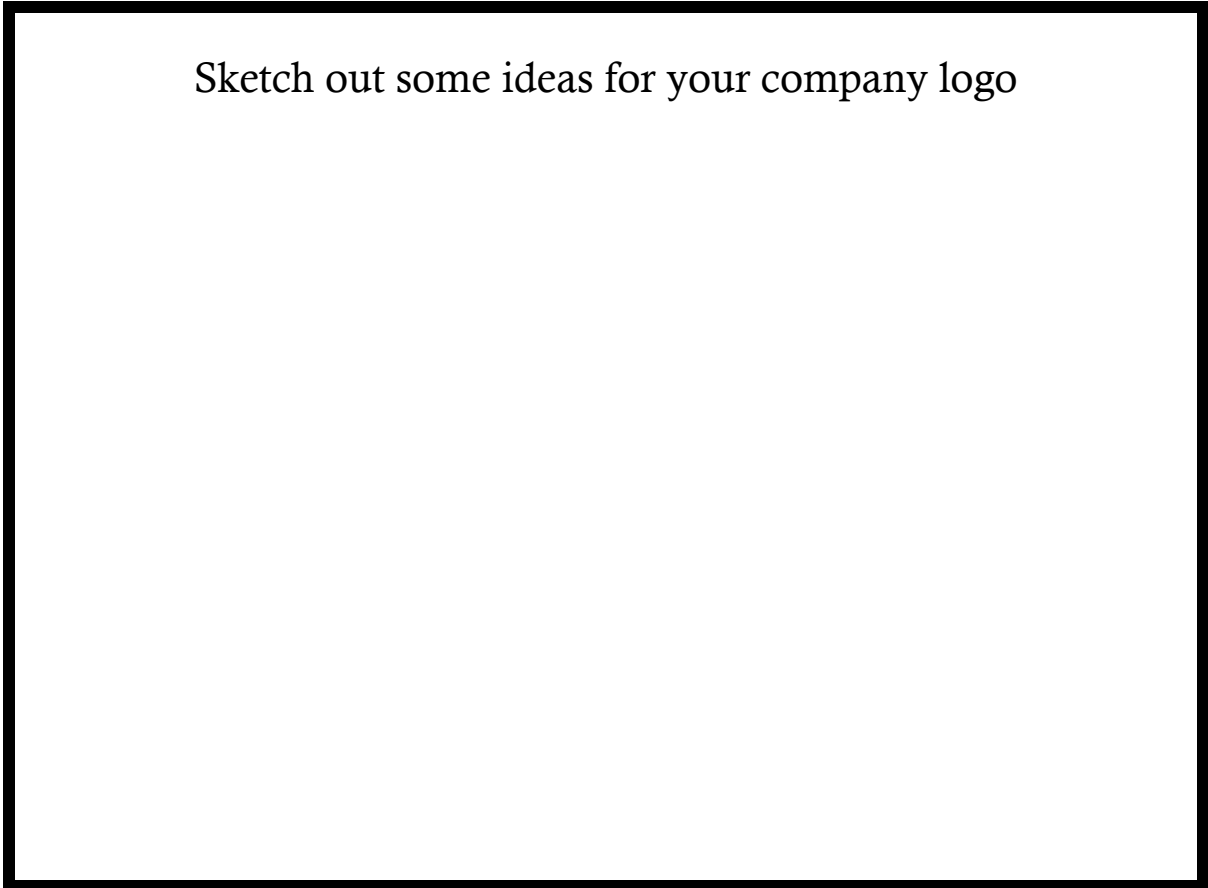
Sample logo for your company

Ideas and layout for your company logo:

Write the name of your company

What does the name represent? _____
(The destinations, type of tour offering, your family name etc.)

Sketch out some ideas for your company logo



Signature Item Names

What “Brand/Signature” names can you come up with for your tour packages?

Samples:

- ◆ *Winter Wilderness Vacation*
 - ◆ *Artic Safari*
 - ◆ *Artic Escape*
 - ◆ *Husky Expedition*
 - ◆ *Cultural Crossroads*
 - ◆ *Cross-Country Trekking*
 - ◆ *Home of the Fascinating Discoveries and Cultures*
 - ◆ *Unique Activities in the Last Frontier*
 - ◆ *Cultural Connection*
 - ◆ *There is a Land of Mystery--Indonesia*
 - ◆ *Treasures and Adventures of the Caribbean*
 - ◆ *Safari for all Seasons and Reasons*
-

Name and brand your tours and services:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

The Tour Designer Signature

The genuine tour designer is a true renaissance individual, much more than someone who merely throws together a basic tour together with transportation and accommodations or offers their clients a pre-packaged tour from the agency's rack. The tour designer includes interesting themes and psychological needs of the client.

By understanding the clientele for which he or she is designing, the tour designer is able to convey the proper ingredients into a rich, vibrant, exciting tour.

“Sample Tour Highlights”

- ❖ *Cruise the Spice Islands via private yacht*
- ❖ *Wine Your Way Through France*
- ❖ *Skiing expedition through Finland*
- ❖ *Costa Rica—Unspoiled Adventure*
- ❖ *Dive Paradise! The Caribbean*
- ❖ *California—Behind the Scenes*

“Sample Tour Features”

All meals included in tour

Fully escorted

Transportation via private coach

Hotel and Tent accommodations

Licensed guide

Meet and Greet Service

Sample General Information & Terms and Conditions

1. Prices

These are quoted in dollars (US/Canadian) and are based on the cost per person sharing twin accommodations. Single accommodations can be provided at an additional charge of \$60 per person per night. Pricing will remain unchanged during the validity shown except for any element of air transportation, which may be affected by later uncontrollable fuel price escalation.

2. Included in the Tour Price

All prices include roundtrip airfare from the cities listed, airport transfers, accommodation and three meals per day and all items listed on the trip's itinerary.

3. Not included in Tour Price

- Items of personal nature
- Optional excursions not specified in the itine

4. Seasons

(List dates you operate tours)

5. Departures

List from what city/community your tours depart

6. Returns

The company will not accept responsibility should flights be missed.

7. Baggage

25 lb. (12 kilograms) plus photographic equipment within reason, is the maximum allowable baggage, and gear should be packed in one soft

luggage bag of your choice. Tour Operators will not be responsible for the carriage of baggage exceeding this limitation nor for storage in the event of offloading. Arrangements for onward forwarding or storage of additional baggage must be made through your travel agent, airline or hotel of last departure.

8. Deposits

A 20% non-refundable deposit is required to book. Final payment is due thirty-five days prior to departure.

9. Groups

There is a special tariff for groups of 10 or more passengers.

10. Clothing and accessories

As directed by Tour Operator.

11. Recommendations

List recommended photography suggestions as to equipment, film speed and pictures to be taken.

12. Cancellation

If a booking is cancelled, the company reserves the right to retain the full deposit of 20%. If a booking is cancelled less than 21 days before departure, the Company retains the full deposit and in addition a cancellation fee will be charged as follows:

Under 21 to 15 days notice: 45% of the total fare- Under 15 to 7 days notice: 60% of the total fare- Under 7 days notice: 80% of the total fare

13. Passports and Visas

It is the responsibility of the client or the travel agent to ensure that passports and visas are valid for the countries visited.

14. Curio Shops

In most communities, a limited range of more popular film is stocked along with safari accessories, wildlife books, locally manufactured artifacts and handicrafts.

15. Acceptance of Credit Cards

Major credit cards are expected

16. Airline clause

The carriers concerned are not to be held responsible for any act, omission or event during the time passengers are not aboard the aircraft or conveyance. The passenger ticket to use by the airline concerned when issued shall constitute the sole contract between the airline concerned and the purchase of these tours and/or the passenger.

17. Responsibility clause

(Name of tour operator), your travel agent, operators of the tours and /or suppliers of services acting only as agents for the supplier advise you to be aware that during your participation in a tour, certain risks and dangers may arise including, but not limited to, the hazards of traveling in either the country of origin, destination or through passage, in undeveloped areas, travel by boat, aircraft or other means of conveyance, the forces of nature, political unrest or other military action and accident or illness in remote regions without means of rapid evacuation or medical facilities. Also be aware and clearly understand that (Name of tour operator) will not have liability regarding provision of medical care or the adequacy of any care that may be rendered and cannot accept any responsibilities for losses or additional expenses due to delay or changes in air schedules or other causes. All such losses or expenses will be the responsibility of the member of the tour, as the rates provided re for the arrangement only at the time stated. It is understood that (Name of tour operator) will use their best efforts to

ensure that all adequate measures are taken to avoid such occurrences. The right is reserved to make minor adjustments to the itinerary and the right is reserved to cancel any tour prior to departure. (Name of tour operator) may not be held responsible for any loss or damage to luggage, before, during or after the tour program. The acceptance of final vouchers or tickets shall be deemed to be consent to the above conditions. Passengers will voluntarily participate in these activities with the knowledge of the dangers involved and therefore agree to accept any risks.

The Company may, at its discretion, and without liability or cost to itself at any time, cancel or terminate the passengers booking, and particular without limiting the generality of the afore going, it shall be entitled to do so in the event of the illness or the illegal or incompatible behavior of the passenger, who shall in such circumstances not be entitled to any refund.

Additional List of Services to Include in your promotional brochure

- ✓ Area served: Region or state
- ✓ Climate: Weather conditions
- ✓ Commission to Travel Agent: Do you pay standard 10% commission to Travel Agents?
- ✓ Equipment: Auto, motor coaches, boats, other
- ✓ Specialty: Nature based tours, historical tours, etc.
- ✓ Driver Guides: Services which are performed by English or language of their choice, licensed driver/guides
- ✓ Interpreters: French, German, Hebrew, Dutch, Spanish, and Japanese. List languages and rates (minimum of four hours). Meet and Greet service available in same languages.

List your rates and the minimum of hours

Additional services: Airport transfers—Sight seeing

List individual and group rates:

Number of passengers: 1-5	\$_____
Additional time at	\$_____ per hours
Number of passengers: 6-10	\$_____
Additional time at	\$_____ per hours
Number of passengers: 11-16	\$_____
Additional time at	\$_____ per hours
Number of passengers: 17-25	\$_____
Additional time at	\$_____ per hours
Number of passengers: 26-40 or more	\$_____
Additional time at	\$_____ per hours

Season rates: All destinations have Low, Shoulder, High and Black out periods and should quote rates accordingly.

NB: *You can design tours by the “no season ever the same” concept by creating unique experiences, opportunities that encourage the visitor to make reservations with your firm year round.*

Other fees and services

Airport transfers only: \$ _____

Luggage Truck: \$ _____

VIP Chauffeured Limousines with bar, television, \$ _____

Telephone, email and other amenities \$ _____

Admissions: Parks, museums, theme parks: \$ _____

Airport tax or parking fees: \$ _____

Special Note: *Place rates, fees, and dates on separate insert sheet. You will be able to use your brochure year round without high cost to make changes in fees.*

The GEM Group
Travel the World—Live Young at Heart Tour

TERMS & RESERVATION CONDITIONS

EFFECTIVE JANUARY 1, 2004

Itinerary: The itinerary is the written travel schedule prepared by The GEM Group, Ltd. Listing the scheduled daily activities and itemizing the travel services purchased, including, but not limited to, hotel accommodations, pre-paid meals, and pre-paid transportation, including self-driven vehicles and vehicles with a driver, sightseeing tours, and prepaid entertainment. In the event of a difference between the information contained in the brochure and that contained in the itinerary prepared for and delivered to the Purchaser, the language of the itinerary shall control.

Tour Voucher: Coupons delivered to Purchaser with the itinerary as part of the tour package constitute evidence of pre-payment by Purchaser for various travel services. These vouchers may be exchanged on arrival for payment vouchers, representing the same services. The GEM Group, Ltd., is bound by only the terms, conditions, and representations, if any, which are contain on the vouchers it delivers to the Purchaser.

Tour Package Price: The price of the tour Package all of the prepaid travel services represented by the vouchers provided to the Purchaser, together with the charges by The GEM Group, Ltd., for its services in preparing the itinerary.

- Until payment in full is received from the Purchaser, the cost represented by the vouchers are subject to change, without advance notice, due to fluctuations in the tariff, exchange rates, and other charges beyond The GEM Group, Ltd., control and may result in a change of price to the Purchaser.

- Price does not include charges for passports, visa, inoculations, laundry, liquor, soft drinks and beverages, cover charges, excess baggage charges, travel cancellation or interruption, accident, and baggage insurance, expenses for guides or transportation not included in the itinerary, optional tours, any items of a personal nature, any items not specifically listed as included, all international departure taxes, and International fares.
- The GEM Group, Ltd., accepts Personal check, Visa, Master Card.
- Cancellation by Traveler or Tour Participants:
- After deposit has been received and reservation is confirmed, cancellation by Purchaser of the entire tour package is subject to a basic cancellation charge of \$200.00 per traveler or tour participant.
- Cancellation within forty-five (45) days of the scheduled departure date is subject to a charge of \$200.00 per person in addition to a basic cancellation charge stated above.
- Any charges levied by any of the providers of travel services, as cancellation charges will be added to the cancellation charges made by The GEM Group, Ltd.
- Purchaser's failure to appear at the time of departure without prior written notice will result in a cancellation charge equal to 100% of the tour price.
- For cancellation charges levied by airlines, refer to airfare fuels or contact your airline.

REFUNDS:

- In the absence of exceptional circumstances, no refunds are given for any unused pre-paid services included the tour package or any changes made in the itinerary while en route, included, without exception, changes in hotel accommodation, sightseeing excursion, and transportation services. Charges included for services provided by The GEM Group, Ltd., or its Agents. Travel Suppliers are not subject to refund.
- A request for refund must be accompanied by a statement setting forth the claimed exceptional circumstance, the reason for the change in the itinerary, the change made in the itinerary, the reason for the failure to utilize the service

provided, the item for which a refund is provided, the item for which a refund is requested, the unused vouchers, and receipts for the alternative services utilized, if any.

CHANGES IN ITINERARY BY THE GEM GROUP, LTD.

A GEM Group Tour reserves the right to make changes in the suppliers of services included on the itinerary, including changing carriers and substituting similar hotel accommodations for those designated in the itinerary, where such are made necessary by circumstances beyond the control of The GEM Group, Ltd.

CUSTOM TOUR PACKAGES:

- The custom itinerary is to be reviewed by Purchaser upon receipt for compliance with Purchaser's requests and exceptions and to inform The GEM Group of any changes deemed necessary. Purchaser's failure to request changes, from The GEM Group, Ltd., in writing, constitutes Purchaser's representation to The GEM Group, Ltd., that the itinerary meets the Purchaser's expectations and requests.
- Payment by Purchaser constitutes absolute confirmation that the itinerary meets traveler's requests and expectations.
- Changes in the itinerary by Purchaser, after confirmation of reservation to Purchaser or payment in full has been received by The GEM Group, Ltd., will result in a service charge of \$50.00 for each change requested and may result in a change in the tour price.

RELEASE

Group organizer, travelers and tour participants, individually and jointly, release The GEM Group, Ltd., from any and all liability and responsibility, know or unknown, present or future, for any and all loss, injury to person, damage to property, or accident, or which may be the result of any delay of change of itinerary, or irregularity connected with the tour package purchased, which is beyond its control, including but not limited to, acts of God, transportation problems, fire, machinery or equipment malfunction or failure, government actions, wars, civil disturbance labor disputes, riots, thefts, sickness, or weather, and which includes all expenses or damages, direct or consequential, claimed or sustained by group organizers, tour participants, or travelers, and waive their individual rights and waive all claims against The GEM Group, Ltd., based on any claim of negligence by any of the suppliers of services included in the tour package. This release is binding upon group organizers, tour participants, travelers, their representative, heirs, and assigns.

Travel Documents:

Questions concerning detail of visa requirements and formalities of obtaining passports and supporting documents are the responsibility of the traveler.

Deposits and Final Payments:

A deposit of \$100.00 per person is required at the time travel arrangements are requested. The GEM Group, Ltd., must receive final payment of the total price of the tour package no later than 45 days prior to departure.

Acceptance of and Fees for late Reservations:

Provided that The GEM Group, Ltd., has received full payment for all included services, reservations for travel arrangements will be accepted up to seven days before departure. Fees for late reservations for travel arrangements are not assessed, however, extraordinary expenses incurred in processing such late billing will be charged to Purchaser.

Important Notice:

The GEM Group, Ltd., reserves the right to cancel a tour prior to its start, in which case, its liability shall be limited to the refund of all monies paid by purchaser.

Chapter 13.

Pricing and Processing Tours

There are three important elements to pricing your tours -- questions you must ask yourself for success.

The Three “Can I” Questions

- *Can I compete with established tours?*
- *Can I sell the tour at the price being considered?*
- *Can I make a reasonable profit on my investment at the price being considered?*

If the answer to all three questions is positive, then you should proceed to plan your tour pricing. Of course, by this time you will have already conducted the research necessary to ensure a positive response to each “*Can I*” question and researched your competitors’ price for similar tours to tourist destinations.

We may feel that by adding distinctive elements to the proposed package (highlight tour features which are absent in the packages be offered by competitors) we can ask for a higher price by promoting this package as “*different*” from the competitor. However, before making this assumption, you must have tested the market to ensure sufficient numbers of people are willing to pay a little more than the going rate because of the signature items in the tour package.

Finally, as a tour designer if you are designing a tour for a tourism agency, you need to be aware of each tour company’s policy with regard to profit margins or mark-ups. Most corporations normally set a minimum mark-up below which they may not sell a product. The profit margin on the package will therefore be something the company should be prepared to estimate wisely. Consequently, the tour designer will have to bear in mind company policy on profit margins. A

“reasonable profit” means at least the minimum margin prescribed by company policy. Of course, the higher the price of the package, the higher the profits for the tour company.

Recommended Fees for Tour Guide Services

Rates start anywhere from \$125.00 per hour up to \$2,500.00 for 8 hours. Rates are matched to the services and number of required staff hired in order to conduct the tour program.

Take in consideration transportation, meals, entrance fees, support staff and equipment (life jacket, flashlights, first aid kits, etc.)

Pricing Your Tours

The challenge is to price your tours without crossing the "price breakpoint", where you price yourself out of the market. Pricing is critical to marketing strategy. Your client (individuals, tour operators, convention planner) will consider your tour prices as the key decision factor in selecting your services. The difference in price must be substantial enough to capture the target market's attention, and leave enough margins to make a profit. You should also cost in a certain percentage for "mistakes" and time of year; high, shoulder, and low season should position your tour programs in relation to the “psychographic” characteristics and your completion.

Additional Charges and Fees

- Jobs ending after 11pm should include an agreed taxi fare for the guide.
- Extra hours can be charged per hour with a minimum charge. The times stated on the fees are approximate times and should be used with discretion. Do not charge if a tour is only moderately late.
- Holidays: Good Friday and Easter Sunday for example, suggest an increase of 50% on the fees. On Christmas Day, double fees are payable. Other public holidays require a 25% increase in fees.

- For working on a motor coach with a driver not familiar with the area of the tour, an extra payment for half a day or full day should be paid.
- For guiding in more than one language, including English simultaneously, an extra fee for a half day or full day should be paid.
- When a meal is not provided on a full day or out of town tour, a meal allowance shall be payable. One hour for lunch is allowed on day tours.
- When a guest has to work through a translator, the language supplement shall be payable.
- When a tour entails calling on a number of hotels to pick up or drop off passengers, extra time in addition to normal hours can be charged.

Be Prepared To Give Advice

As a tour guide, you should also be able to give helpful advice on matters such as:

- Currency and exchange rates
- Postal services and how to use them
- Telephone services (local and long distance)
- Banks and hotel Services
- How to buy tickets for railways, buses, coaches, and theaters
- Shop hours, live entertainment, nightlife, etc.
- Departure taxes and tipping
- Local literature, newspapers, etc.
- Restaurants
- Independent touring
- Meeting and greeting the clients at the airport or guest hotel
- Provide basic information to the region
- Conduct a tour of your city, region, or state,
- Provide transportation when necessary
- Offer advice on safety features for outdoor activities

Costs Compared to Your Profits

What is your estimated annual operating cost? _____

How many tours do you need to operate to break even? _____

Number of clients needed to break even _____

Number of clients to show a percentage profit? _____

Costs: Types of Tours You Plan to Operate

Motor Coach \$ _____

Student \$ _____

Special Interest Tours (SITs) \$ _____

Foreign Independent Tours (FITs) \$ _____

Leisure \$ _____

Commercial \$ _____

Other \$ _____

Total \$ _____

Don't forget to add in your operating costs into your tour pricing! These include fixed costs such as rent, phones, FAX, salaries, advertising, brochure and tour development.

Per Person Cost for Tour Features

	<u>Tour Features</u>	<u>Per Person Cost</u>
1.	Tour Feature: _____ _____ _____	\$ _____
2.	Tour Feature: _____ _____ _____	\$ _____
3.	Tour Feature: _____ _____ _____	\$ _____
4.	Tour Feature: _____ _____ _____	\$ _____
5.	Tour Feature: _____ _____ _____	\$ _____
6.	Tour Feature: _____ _____ _____	\$ _____
7.	Tour Feature: _____ _____ _____	\$ _____

Foreign Independent Tour Pricing

You will need to estimate pricing according to the type of tour group you are managing:

- Couples
- Groups of 15 or more
- Family Plan
- Senior Citizens Plan

Services: (Priced per person double occupancy – 40 Passengers Tour Feature)

Instructions: Complete the costs in each category (A, B, C, etc), then add all totals.

“A” Transportation (Per Person Costs)

	Net	Gross*	Variable
Motor coach,			
Limo, van:	_____	_____	_____
Cruise:	_____	_____	_____
Airline:	_____	_____	_____
Other:	_____	_____	_____
Total	_____	_____	_____

* *Gross includes mark-up to cover commission for profit*

“B” Accommodations

	Net	Gross*	Variable
Hotel rooms:**	_____	_____	_____
Hotel tax:	_____	_____	_____
Vat:	_____	_____	_____
Gratuities:	_____	_____	_____
Baggage			
Handling in/out:	_____	_____	_____
Total	_____	_____	_____

* *Gross includes mark-up to cover commission for profit*

** Based on double occupancy per person per night

☐ **“C” Meals (Per Person Costs)**

	Net	Gross*	Variable
Welcome			
Reception:	_____	_____	_____
Farewell			
Reception:	_____	_____	_____
EP:	_____	_____	_____
CP:	_____	_____	_____
MAP:	_____	_____	_____
FAP:	_____	_____	_____
Tax:	_____	_____	_____
EP:	_____	_____	_____
Gratuities:	_____	_____	_____
Wine & Cheese			
Reception:	_____	_____	_____
Lunches:	_____	_____	_____
Other:	_____	_____	_____
Tour features			
& highlights:	_____	_____	_____
Total	_____	_____	_____

* *Gross includes mark-up to cover commission for profit*

“D” Entertainment (Per Person Costs)

	Net	Gross*	Variable
Fashion Show:	_____	_____	_____
Guest Speakers:	_____	_____	_____
Night Club Show:	_____	_____	_____
Cocktail Party:	_____	_____	_____
Other:	_____	_____	_____
Total	_____	_____	_____

* *Gross includes mark-up to include commission for profit*

“E” Promotional Expenses

	Net	Gross*	Variable
Promotion:	_____	_____	_____
Postage & phone:	_____	_____	_____
Direct mail:	_____	_____	_____
Promotional			
Evening program:	_____	_____	_____
Advertising:	_____	_____	_____
Free trip for			
Organizer:	_____	_____	_____
Total	_____	_____	_____

* *Gross includes mark-up to cover commission for profit*

Total Tour Costs: Multiply x 40 (passengers)

Totals	<i>A</i>	\$ _____
	<i>B</i>	\$ _____
	<i>C</i>	\$ _____
	<i>D</i>	\$ _____
	<i>E</i>	\$ _____
Total Net Cost per person		\$ _____

Based on 40 full paying 40

Passengers with 1 escort \$ _____

*Optional expenses to be
Included in tour cost, if
not already figured into
cost

MARK UP 25% to 30% \$ _____

SELLING GROSS PRICE

(With Commissions) \$ _____

Single Supplement

For tourists traveling alone who have single room accommodations, you will need to perform a separate calculation.

_____ nights @ \$ _____ per night \$ _____

Tax \$ _____

Gratuities \$ _____

Total cost for single room: \$ _____

Minus half double rate shown in previous cost estimate (\$ _____)

Balance \$ _____

Supplemental charge for single room \$ _____

Sell for an additional \$ _____

Agents/Tour Conductor Discounts

Why give the tour conductor a free or discounted trip?

The Tour Conductor, who will accompany the group from their home town, will stay with the group for the entire trip, and escort them home. Free trips for Tour Organizers are fixed costs. In many cases, the organizer will want one free trip for fifteen paid passengers. Free trips can be priced in simply by prorating them over the amount charged to the members of the group.

TIP: Cruise companies normally provide one free fare per 15 full-paying passengers. Tour companies' pricing may range from one free fare per 6 full-paying passengers to one free fare per 25 full-paying passengers.

Tour Organizer Incentives: Free or Discounted Tours

There's an old saying: "There's no such thing as a free lunch" -- and in this case, there's no such thing as a free tour. Tour organizers are expected to participate actively in exchange for their free fare. They should:

- ✓ Promotes the tour program
- ✓ Collects funds
- ✓ Manage and deliver the clients to your destination
- ✓ Act as a liaison between you and the members while on tour
- ✓ Work 24/7 to keep tour members happy
- ✓ Will continue to promote future tour programs you organize

Processing Reservations

Considerable time and money is spent by travel agents, wholesalers, tour operators, and destination managers in communicating with their clients. Approximately five points of contact are made between the booking process and the client's actual arrival in the community.

1. The initial reservation
2. Confirmation of tour and services

3. Request for changes
4. Acknowledgement of payment
5. Forwarding trip kits

Each office is encouraged to communicate in writing as telephone and fax are used only when time is of the essence.

Why Written Confirmations are Needed

1. A client wants something in writing for reassurance that he or she is dealing with a professional organization and that any special request has been documented and is being processed.
2. The confirmation avoids any misunderstanding and guarantees that all necessary steps for the trip are being completed.

Sample Group Reservation Form

Assign a file/voucher number per client per group _____

Date of reservation or request _____

Name of booking agency/agent _____

Address _____

City _____ State or Country _____ Zip _____

Telephone: Office _____ Home _____

Client profile

Sex: Male _____ Female _____

Age

Group: Under 16 _____ 16-25 _____ 26-35 _____ 36-45 _____ 46 and over _____

Travel History _____

Special Requests _____

Allergies, disabilities, or special needs _____

In what type of tours is the client interested?

- Rural North America
- Cultural
- Historical
- Special Interest
- Ecology
- Soft adventure
- High Adventure
- General Touring
- Other

Sample List of Special Interest and Other Tours

- Religious
- Sales Incentives
- Handicapped
- Conventions
- Student Touring
- Industrial/Commercial

Number in party: _____

Minimum you require to operate the tour _____

Maximum you will take on any one departure _____

Have the clients used your service before? _____

Are they familiar with the region you are promoting? _____

What type of promotion and resource materials do they need? _____

Date tour will commence _____

Where did they hear about your company? _____

Additional

Remarks _____

Sample Group/Individual Tour Request Form

Assign a file/voucher number per client per group _____

Date of reservation or request _____

Name of booking agency/agent _____

Address _____

City _____ State or Country _____ Zip _____

Telephone: Office _____ Home _____

Client profile

Sex: Male _____ Female _____

Age Group: Under 16 _____ 16-25 _____ 26-35 _____ 36-45 _____ 46 and
over _____

Number in party _____ (please list additional clients on reverse side)

Travel History _____

Special Requests _____

Allergies, disabilities, or special
needs _____

Have you been to (name of country/city) before? Yes _____ No _____

In which tours are you interested?

You are planning to visit during which season?

Spring _____ Summer _____ Fall _____ Winter _____

Check areas of interest:

- | | | |
|-----------------------------------|---|---------------------------------------|
| <input type="radio"/> Hiking | <input type="radio"/> Mountain climbing | <input type="radio"/> High Adventure |
| <input type="radio"/> Photography | <input type="radio"/> Soft Adventure | <input type="radio"/> Community Tours |
| <input type="radio"/> Fishing | <input type="radio"/> Special Interest | <input type="radio"/> Boat Tours |

- Diving
- Conventions
- Religious
- General Touring
- Ski Mountaineering
- Other

Confirmation of Tour Services

To avoid making billing, contracting, or tour service errors or omissions, using a standardized form enables the tour guide company to accumulate the necessary information in a logical and organized manner, which is then used to cross-check the reservation process.

Sample of Tour Services Form

File/Voucher # _____

Date prepared _____

Section A -- Arrival and Departure Transportation

Date _____

Name of contact _____

Client's arrival date _____

Time _____ Airline # _____

Client's departure day _____

Client's departure date _____

Time _____

Number of Passengers _____

Hotel pick up time _____ Rate _____

Rate quoted \$ _____ Confirmed date _____

By whom _____

Remarks by reservation agent: _____

Section B - Accommodations

Hotel _____

Name of contact _____

Number of rooms _____

Double _____

Single _____

Triple _____

Quad _____

Other _____

Rates: Double _____ Single _____ Other _____
With/without meals: EP _____ CP _____ FP _____ Other _____

Additional Charges: VAT _____

Gratuities _____

Tax _____

Baggage Handling _____

Other fees, taxes and tips _____

Payment Due: 1st _____ 2nd _____ Final _____

Rate quoted \$ _____ Confirmed date _____

By whom _____

Remarks _____

Section C

Outfitter/Interpretative Guides

Name of contact _____ Date of contact _____

Number of passengers _____ Number of days _____

Arrival day _____ Arrival date _____

Departure day _____ Departure date _____

Name of tour _____

Type of tour _____

Rates _____

Rate quoted \$ _____

Confirmed date _____

By whom _____

Remarks _____

Section D -- Tour Services

Guide/Meet and Greet Service

Name of contact _____ Date of contact _____

Community tour: Yes _____ No _____

Other tour: Yes _____ No _____

If yes, please specify _____

Rates _____

Rate quoted \$ _____

Confirmed date _____

By whom _____

Remarks _____

Section E -- Special Events

Welcome/Farewell Dinner

Name of contact _____ Date of contact _____

Date _____ Time _____ Location _____

Menu _____

Rates _____

Rate quoted \$ _____

Confirmed date _____

By whom _____

Remarks: _____

Invoicing the Client

When preparing your invoice, the following should be included:

- All tour details requested are listed (what is and is not included) in the tour package.
- All deposits received to date subtracted from the subtotal. The balance and the due date are underlined.
- A copy of the cancellation policy should be included and other charges are noted.
- A cover letter
- Information on trip cancellation insurance
- Late bookings will be accepted only if full payment is forwarded by bank transfer or certified check.
- Rooming list instructions.
- Where to forward the funds: name of bank/account number/address.

Requesting the Deposit

This is done by requesting a deposit to confirm the client's reservation.

- *No space can be "confirmed" unless the tour guide company has received the deposit as outlined in the letter of confirmation.*
- Once the participant receives an invoice, the trip becomes a reality. It is not uncommon that once the client has received a copy of the invoice that he or she will start requesting additional information on the tour or destination.
- The changes have to be processed, reconfirmed, and most likely, a new invoice has to be prepared.

Sample Letter to Accompany Invoice

Date
Name
Address

Regarding tour program for _____ (dates)

Dear Mr. and Mrs. _____

As per our conversation, as of _____ I am pleased to confirm the following dates for your tour (list dates).

Total number of participants: _____ (List names) _____

As you mentioned during our conversation, there is a possibility of two additional guests accompanying you on this trip. Should this be the case, please notify our office as soon as possible so that we can make the necessary arrangements for them.

An initial deposit of \$500 per person is required within 90 days of this letter in order for us to hold our reservation. Final payment will be due 45 days prior to your departure.

I have enclosed a copy of the tour program designed especially for your family. Should you have any questions, please feel free to contact my office during the hours of 9:00 am to 5:00 pm.

We at the GEM Group look forward to welcoming you on your tour.

Sincerely,

Manager
Enclosure: Tour itinerary/Invoice

Sample Invoice

File/Voucher # _____ Date _____ Invoice

Sold to _____ (In bound Destination Manager/Wholesaler)

Distributed to: _____ (Name of clients)

The following tour services have been confirmed:

5 day tour _____ Tour costs \$ _____

(Please refer to the attached tour program ITGEMFLE392)

Hotel accommodations confirmed at the (Name of hotel) for (number of nights): 4

Number of tour participants: 7

Cost per person: \$1,000 x 7= \$7,000

Hotel single supplement: \$450.00 x 1=\$450.00

Prepaid Optional Touring

Tour #1: (Name of tour) \$200.00 per person x 7 participants= \$1400.00

Tour #2: (Name of tour) \$320.00 per person x 2 participants= \$640.00

Total land cost= \$9490.00

Less deposit of \$500.00 per person: (\$3500.00)

List due date if deposit has not been received _____

Other client credit: \$ _____

Balance due (no later than 45 days prior to arrival): \$5990.00

TIP: In the event this booking has been made with a travel agent or tour operator, the term "net" or "gross" must be applied. If the price quoted is the "gross" rate, the travel agent or tour operator will be entitled to a minimum of 10% commission.

The GEM Financial Services Credit Card Processing Services

The GEM Financial Services is associated with the leaders of the credit card processing industry; they will process your client's reservations and other services instantly. Funds will be transferred into your account within 48-72 hours. You will be able to accept all major credit cards from around the world, offering 24 hour, 7 days a week customer and support service.

Through the GEM Financial Services, you pay none of these standard set up fees:

- Application fee (normal charge of \$250.00)
- Credit Check (\$85.00)

Recommended Credit Card Purchasing Equipment

Nurit—Portable: Uses a smart chip card. Comes with a built in radio and 5 or 9 hour UPS battery, which combined with subscription to a radio network allows wireless transactions. From our experience, your clients will request additional services, including tips or purchases of phone cards or gift items. Being able to process their credit card within seconds avoids any loss of income or denied credit cards.

Way Systems, Cell Phone Processing Services

Tranz 330: For processing sales by telephone or Internet with your clients at time of sale.

E-Commerce: For internet sales. Will process all orders and transfer funds into your account within 48-72 hours.

Application: Forward detailed plans for use of equipment and we will match a system to fulfill your needs. Upon receipt of your credit card processing equipment, you will be trained by the GEM Financial Services training department on the use of the equipment, marketing and processing procedures. Upon receipt of

your merchant account number and equipment you will be able to process reservations for your services from around the world applying the following credit card processing methods:

- Take orders over the telephone
- Process via your website

Credit Card Processing Application

Name _____

Name of company _____

Address _____

State _____ Zip Code _____

Phone _____ Email _____

URL _____

Tour Services _____

To start processing reservations with all major credit cards, forward a copy of the application to the GEM Financial Services:

**GEM Financial Services
Post Office Box 21199
Charleston, SC, 29413**

Business license/advertising or brochure/website address (optional)

Social Security # _____ Federal Tax ID (optional) _____

Acknowledgment of Deposit

Once monies have been received in deposit or fully payment, it is advisable to forward an acknowledgement card (email or fax) to your clients. This reassures them that their reservation requests and deposits have been received. Getting back to the client promptly sets the tone of an efficient tour guide office.

Sample Acknowledgment of Deposit

Name of Tour Guide Company _____

Address _____

File/Voucher # _____

Date _____

Phone _____

Dear _____

We have received your reservation form and deposit in the amount of \$ _____. The reservations are being processed. Your final payment of \$ _____ will be due no later than _____.

Should you need to communicate with us, please refer to the file/voucher number above. If we can assist you with any other travel arrangements, please feel free to call or write me as soon as possible.

Sincerely,

Tour Guide—Manager

Cancellation and Refunds

Sample Cancellation Policy

Tour Service Control

The tour guide company should advise the suppliers immediately if the original reservations (number of clients) are not being met, i.e. the number of clients has decreased or increased. If the tour guide company does not release unneeded space in time, the travel suppliers cannot resell it. The end result is that in the future, the tour company will not get the cooperation he needs from the suppliers.

Once the deposit has been received, a portion of the deposits shall be forwarded to the suppliers to secure the reservation along with a partial rooming list which should be updated as the tour progresses. Should this be neglected, the tour guide company may find themselves without motor coaches, rooms and restaurants as original reservations can cancel without notification if deposits are not received on the due date.

The tour guide manager must keep a record of the clients booked and the final count of clients, along with incoming and final payment due for vendors.

There will always be some cancellations during the process of a tour. It is important that the tour manager always inform the clients of all non-refundable deposits, payments, and appropriate deadline dates. Cancellation and refund policies should be included in the brochure or tour proposal (letter confirming the tour). This important information should not be printed on the reverse side of the tear out reservation form as that portion of the brochure is returned to the tour guide company.

Sample Change of Tour Services

_____ (Name of company) reserves the right to cancel or change any or all parts of the travel services at any time. In the event of such change occurring, _____ (Name of company) will endeavor to substitute comparable services, accommodations and minor variations in the itinerary. Should complete cancellation occur, _____ (Name of company)'s only liability will be to refund all monies paid. _____ (Name of company) reserves the right to decline to carry any person as a member of these escorted tours at any time.

Sample Cancellation Policy For Tour promotional Brochure

_____ (Name of company) should receive payment ___ weeks prior to service. US funds only. If payment is not received _____ (Name of company) will automatically cancel the reservation. A cancellation received less than 48 hours prior to scheduled service is subject to a cancellation penalty. The penalty is \$_____ per bus/client plus any other expense incurred. Cancellation terms for other services will be stated in our tour confirmation. A cancellation must be received in writing from the client.

Charges for cancellation are as follows, if notification is received:

60 days prior to departure:	Full Refund
45 days or more:	\$150.00 charge
44 days to 30 days:	\$200.00 charge
Less than 30 days prior to departure:	No refund

Chapter 14.

Marketing Your Tours

One of the first steps in taking your tours to market is to establish a solid marketing plan. Of course, by this time you have formed a company (or are in the process of doing so) and you have a comprehensive view of what you bring to the table in terms of your skills and that of your staff. You may even have selected the tours that you plan to offer. However, you're not ready to launch your company until you have developed a marketing plan that will include the research on what your competitors are offering and what you can offer yourself, how much the costs will be, and how you will get the word out to the public about your tours.

Developing a sustainable marketing plan

As a marketer, you create an identifiable selection of tours that when customers have a need, they will think of your tour company first and continue to come back for more experiences. To get business to come to you, you must create an effective marketing strategy to get the word out to your prospective clients. For the best results, you must develop a coordinated strategy that you can sustain over time.

For this approach to succeed you will need strong communication skills, sharp analytical abilities, creativity, and interpersonal skills. Consider outsourcing your marketing needs, the possibility of hiring an independent consultant that will free you up to focus on other duties. Here is one proven way to start your planning:

Perform a market survey. Make sure that there is a niche for your tours and services. Keep up with the latest trends, visit trade shows, read all you can about the target industry, and talk to other people in the field—those who can be your competitors and clients.

Develop a written marketing plan. Your marketing plan requires a fair amount of study and analysis on your part. Although it may seem a lengthy task at the onset,

you can still have a lot of fun with it. Here is where you find out who is out there, what the competition offers and what they do no, and whether or not your tours or services will out-sell the competition.

Market analysis describes the existing marketplace in which you plan to operate your business. Key points for defining the market segment for your tours and services are:

1. Tour features and highlights
2. Life-style of your targeted clients
3. Geographical location
4. Cyclical factors

During your market research and market analysis, learn how many competitors share your market. What are the major trends towards the development of the shared marketplace? Summarize your view of the trends and the implied opportunities from your market analysis.

List your strengths. You will want to list the strengths and weaknesses of your tours and services. When covering your strengths, you need to be sure to place as much emphasis on marketing your strengths. List several distinct advantages over the competition in the following areas:

1. Actual performance
2. Quality and reliability
3. Type of tours
4. Signature items (features and highlights)
5. Distribution
6. Pricing
7. Promotion
8. Public image or reputation
9. Your experience and background on the subject matter or tour programs. If you know of any weaknesses in your product or service, list those also and show what steps you are taking to alleviate the problems.

Market Testing

Marketing is an art. Begin with your best marketing piece, track its successes and failures and then modify what doesn't work or replace it with something that has a better chance of working. Such strategies are to design, enhance, promote and support the advantages, tour features and benefits of your tour services.

Conduct a Competitor Analysis

- What can be said about your competitors' tours and services?
- What is your unique selling advantage?
- What strategies will you use to promote your tours and services?
- Will you attend trade shows?
- Have you considered direct mail?
- Will you sell your tours and services locally, nationally, or internationally?
- Will you develop a web page?
- Have you defined your targeted market into a narrow window or does your product appeal to a large market?

Marketing Costs

There is no question about it—marketing a newly formed tour guide service to the travel industry is costly. In addition to the dollar costs of certain marketing activities, you must also consider time and effort as a cost of doing business as a company.

There are several things to consider in marketing a small operation. Because many tour guide companies do not have a full-time or even a part-time salesperson, the main consideration is that the owner must undertake the marketing of his tours and services. This can include market research, advertising, public relations, sales promotion, merchandising, and direct sales.

In order to do the job right, there must be some sort of a plan. The manager of the company can produce a relatively simple plan that focuses on the kinds of services and tours offered and which would be the most profitable.

Implement Your Plan

The plan should reflect what types of clients need to be secured in order for the company to be profitable. Once that is determined, the owner can then create a strategy by which to develop and promote those specific market segments that are more meaningful from a profit standpoint.

Some strategies will involve a major theme adjustment to better attract new market segments. But whatever the strategy, each should be designed in a way that universally appeals to customers and also fulfills their needs and wants.

Developing a customer-magnetic marketing strategy can be accomplished in two stages: *Program Construction* and *Communication Selection*.

Program Construction

Successful tour guide companies are those that are appealing enough to keep clients coming back or encourage people to try their services for the first time. However the decision on what to market depends on the needs to develop different programs that will appeal to each type of customer.

For you to construct your company's programs, first list those considered to be the best target customer types for each profit center. Examples include:

- Retail Travel Agents
- Group Tour Organizers
- Association Meeting Planners
- Corporate Meeting Planners
- Individual Business Travelers
- Family Vacationers
- Couples
- Church Groups
- Special Interest Groups
- Civic Groups
- Senior Citizens

Communication Selection

Work with your public-sector organization. Public-sector organizations (PSOs) are agencies that represent travel industry companies in a given geographic area. A PSO can be a Chamber of Commerce, state or provincial tourism department, regional tourism development office, or any similar nonprofit organization dealing with the promotion and servicing of tourism in the area. With regard to the group travel market, the PSO has two major functions.

1. To serve as coordinator and catalyst for destination marketing programs
2. To serve as a liaison between tour suppliers and the tour operators packaging group tours to the area.

In order to effectively market and service the international travel industry, it is essential for all PSOs to have a complete working knowledge of the services and facilities being offered by destination managers and tour guide services. To ensure that this information is complete, a detailed tour-planning guide for the area is suggested.

How Do You Get Your Product on the Shelf?

The answer depends on a number of factors: the travel product distribution systems in the different markets, accessibility to the destination, language capacity, personal preferences, and the vacation habits of the traveling public.

Whether the share of “tour product” purchasers is 30% or 80% of the total number of visitors to the United States from a particular market, the professional consensus is that tour products “on the shelf” of retail travel agents are an effective method of market entry. What does it take?

Identify Private Sector Partners

- Airlines, rentals car companies, hotel/motel industry, attraction operators
- Cruise, ferry, and steamship lines
- Incoming tour operators, bus companies, taxi operators
- Department stores, shopping malls, banks

Identify and Recruit Public Sector Partners

- National and state parks, US and state forest services.
- Federal and state highway departments.
- Bureau of Land Management (www.blm.gov)
- Native American tribal officials
- The American Recreation Coalition (www.funoutdoors.com)

Prepare a Series of Proposed Itineraries

Develop itineraries which best meet your objectives. Put them in professional presentation form. Be specific and clear in your descriptions of why particular elements are important to you. Have first-rate photos and repro-quality transparencies available.

Prepare an Outline of Your Price Structure

Be prepared to discuss price commitments, methods of payment, booking procedures, and seasonal and capacity limitations.

Contact USTTA Office of Marketing

Discussion of target markets, identification of potential tour wholesalers, arranging of appropriate contacts.

Make Your Sales Pitch and Back It Up

Meet potential partners. Invite them to experience your product first hand. Make the sale.

Develop a Support Marketing Plan

Negotiate a supporting plan of action which may include all or some of the following: trade advertising, trade education, journalist tours, sales promotion and information materials, production support, and cooperative consumer advertising.

Target the "Special Interest" Markets

The Internet is making it possible for a niche tour company to compete with bigger tour companies. The key ingredients are a thorough knowledge of your locality and contacts with local attractions and facilities. In addition to full-service sightseeing and transportation companies, there are specialized reception services. You may specialize in fishing tours or be more specific and offer "fly-fishing week-end workshops." Other options are culinary tours. Tour Guide companies may be called on to service conventions, meetings, and corporate, professional, and academic groups and individuals as well as their spouses (and, increasingly, their children, by organizing supervised activities when parents are in functions).

Travel for the Disabled

In recent years, the travel industry has become aware of a huge market of people who have a desire to travel but due to their disability were unable to take advantage of the conventional tour packages. There are over 54 million Americans with disabilities. A whole new industry has sprung up catering to these travelers. The clients seek freedom of movement and are not content to sit still.

Resources for the Physically Challenged

- Society of Accessible Travel & Hospitality www.sath.org
- Travel Aides International http://members.tripod.com-Travel_us/index.html
- Specialty Travel Index (www.specialtytravel.com) -- the best source for travel ideas!

Developing An International Tour Marketing Plan

- ***A Team Effort***

Form an international planning committee. Involve your key partners and decision makers in writing your plan.

- **Analyze Potential Markets**
Obtain research data—interpret the research. Apply market experience. Decide on the right market for you.
- **Product Development**
Making a destination known. Tour Operators, Travel Agents and Journalist (FAM) Familiarization Tours.. Tour planner/buyer tours; tour development.
- **Trade Development**
Participation in trade shows. Travel missions, seminars, trade advertising, cooperative projects—FAM tours for agents.
- **Consumer Promotion**
Cooperative consumer ads; brochures and information—dissemination systems and special consumer projects and public relations.
- **Business and Convention Travel**
Study-tour operators—special interest
- **Budgeting**
General public/private sector cooperation. Ordering priorities; getting the most for what you paid for.
- **Conclusion**
Preparing a plan is an essential element of merging the resources of many into a cohesive whole. Keep in mind: marketing internationally is rewarding, but it does present special challenges. They can be met by professional planning.

TIP: Marketing a destination abroad depends largely on representations made by your intermediaries: travel agents, tour brochures, travel films, airlines, and others. The distribution system for travel “products” varies from market to market, making careful planning a must. Promotional opportunities differ widely, calling for an informed selection of partnerships. Different demographic and socioeconomic environments dictate diversified marketing approaches.

The Do's When Entering Foreign Markets

Do define your objectives.

- What exactly is it you expect to achieve?
- Publicity? Trade contracts? Inclusion in foreign tour wholesalers catalogs?
- Generate special interest travel? Business and convention visitors?

Do analyze the geography of your planned tour.

- How accessible is your destination?
- What airline services are available? What is the capacity of your accommodations industry? Rental cars?
- Commercial or public attractions? Scenic places? Historical landmarks? Sports and entertainment?
- Culture and folklore? Special events?

Do identify your main selling points.

- Why should a foreign visitor come to your destination or deal with your company?
- What makes you unique?
- Quality of services?
- Language resources?
- Prices?
- Destination expertise?

Do analyze the economic environment in your area

- What industrial, agricultural, environmental, or commercial firms could become study tour partners?
- Educational, medical, or research institutions? Human resources? Training programs? Receptive tour operators?

Do target your markets.

- Use UTTA research data at <http://www.utta.com> to analyze to help analyze prevailing patterns of tourism, both domestic and international.
- Decide on method of segmentation: By country? By market segment? Or in combination?

Do establish personal relationships with the trade.

- Carefully planned sales calls in the market.
- International trade shows.
- Familiarization and product inspection tours.
- Use networking with your convention and visitors bureaus, state tourism offices, and regional marketing organizations.

Do learn about the market you are about to enter

- Trade structure. Role of tour wholesalers. Role of the retail trade. How important are they? Do consumers rely on them?
- Pricing methods. Costs of doing business.
- Availability of marketing support. Consumer protection laws. Product and service liability? Reservations and information systems. Payment and banking practices. Foreign exchange regulations.

Notes: _____

The Don'ts of Entering Foreign Markets

Don't go unprepared into foreign markets.

Do you want to waste your time? A warm handshake and cold canapés won't sell your products. Are all foreign markets alike?

Don't enter foreign markets without a long-term commitment.

A quick in-and-out sales blitz won't work. There is too much competition out there. Your wholesalers and operators need time to develop new products and introduce them to their clients.

Don't be adamant about what you consider to be your best feature

The view from Piccadilly is different from the view up Main Street. What may be the hottest attraction domestically may be a complete bust in foreign markets. Sometimes a household word at home may have no meaning to a potential foreign visitor.

Don't push a product that won't sell.

Trust your partner to know his customers. Bear in mind that your foreign trade partner is also in business to make a profit. Be prepared to accept alternative suggestions.

Don't make it difficult to sell your product.

Once your product or destination is "on the shelf," make it easy for your partner to sell it. That may mean a fax machine. It may mean accepting vouchers. It may mean working with letter of credit or bank drafts. Consult with your banker.

Don't get nervous when nothing happens in the first two years.

Any new product has its introductory phase. That is when it needs support and patience. *Plan for the long haul.*

Marketing Through Trade Shows

For additional assistance and information please contact:

Travel Industry Association of America
Two Lafayette Centre
1133 21st Street, N.W.
Washington DC 20036
(202) 293.1433

Some travel shows in the United States and abroad are designed specifically to bring together foreign tour wholesalers and operators, and United States travel suppliers (transportation companies, accommodations, attractions, destination representatives, touring guides and sight seeing firms) for face-to-face discussions and negotiations. The most well known of these events has been the annual “Discover American International Pow-Wow,” the largest international marketplace for buying and selling United States tourism services. Participants generate an estimated total of more than \$1.3 billion dollars in “Visit U.S.A” travel sales during three days.

All of these TIA sponsored programs have grown out of and benefited from the collective efforts and expertise of travel industry professionals from throughout the United States and the world. The Travel Industry Association of America is committed to working with the travel industry worldwide to ensure the continued development of new programs such as yours, which serve to promote the United States as an outstanding travel destination.

International Travel Trade Shows

The phenomenal growth of worldwide tourism has spawned a large number of international travel trade shows in all parts of the world. They have one thing in common: they compete for your presence. And none of them come cheap. There are different types of shows with different audiences.

Trade Only

Access to the show is limited to travel trade visitors only

Questions to ask:

How do the organizers define “trade”? Is the “trade-only” rule enforced? Does the show have a track record? How many trade representatives have attended in previous years? Is the show growing? Does it provide an appointment scheduling system? Does it offer press opportunities?

Consumer Only

The show depends on a consumer audience. Exhibitors appeal directly to potential travelers.

Questions to ask:

How is attendance promoted? Nationally? Regionally? Locally? How long does it run and how many people can come to it? Is it growing? Does it have a professional entertainment program and the facilities to go with it? What are the opportunities for media exposure?

Combined Consumer and Trade

This type of show mixes trade professionals with consumers

Questions to ask:

What is the ratio of trade to consumers? Which is more important to the organizers? Are certain days set aside for consumers? For the trade? What is the policy on music and entertainment? What trade and consumer media facilities are offered?

Questions For All Shows

- ❑ What types of exhibit booths are permitted? Who controls the floor space?
- ❑ Who designs and builds exhibit facilities? What is the net floor space cost per square meter (or square foot)?
- ❑ Are standard booths available? What is their cost?

- ❑ What are average costs of services (utilities, transportation, guard service, telephones)?
- ❑ What is the organizer's policy regarding brochures, samples, entertainment, hospitality services, exhibit staffing, and guest privileges?
- ❑ What are maximum and minimum construction and take down limits? Who provides international and local cartage? What are customs regulations concerning the importation of information and sales promotion materials? What USTTA or other U.S. government support is available?
- ❑ Is hotel space centrally controlled? Are accommodations only available in prescribed blocks?

How to Pick a Show

Deciding on the show that is right for your destination is critical. Here are some of the factors to consider carefully:

- Am I in the right market?
- Does this show fit in with my marketing strategy?
- Will this show offer opportunities to make new contacts and generate?
- new business?

- What do I expect to get out of attending? Contacts? Tour Development? Publicity? Good will?
- Can I afford it in light of my objectives? What are my alternatives?
- Am I willing to make a multi-year commitment?

Familiarization Tours

Conducting familiarization tours can help you promote your business abroad with clients: travel agents, hotels, tour operators, travel press, airlines and cruise lines. It really does not matter what other name is used to describe "familiarization" programs. Some people prefer such terms as "product inspection tour," or "destination exposure program." They all mean the same thing, and since the word

“FAM” has become a term of art in the tourism industry, it will be used here for the sake of simplicity.

The Basic Kinds of FAMs

- *FAMs for tour product buyers*
- Invitations are aimed at wholesalers or tour operator’s product managers or buyers of tour components.

- *FAMs for retail agents*
- Invitations are aimed at retail agency sales and counter staff.

- *FAMs for media*
- Invitations are aimed at travel editors, travel writers, television and radio teams, photographers, correspondents, stringers, and free-lance journalists.

Tour Objectives

For Product Managers the goal is to get a destination, attraction, hotel, resort, or service included in a tour wholesaler’s program -- that is, to get a product “on the shelf.”

For Retail Agents the goal is to show them an existing product and to motivate them to sell it to their clients.

For the Media the goal is to make a destination, product, or service known to the trade and/or the public and to create demand in the market.

Program Content

Just as important as having the right audience is planning program content that will demonstrate the value of the tour to each group to include in their offerings or to

publicize on your behalf. Here are some important questions you should respond to in your program content for each audience:

For product Managers

- Why should a particular destination or service to be developed as a tour product?
- What is the total touristy infrastructure: transportation, lodging, attractions, events, services?
- How much do the components cost? Net rates? Commissions? Group discounts?
- What are the payment procedures? Vouchers? Reservations systems?
- What types of marketing support will be available? Trade advertising? Consumer promotion? Cooperative partners?

For Retail Agents

- Introduction to the product in a briefing or seminar
- Provide the opportunity to experience the product as the agent's client would. Motivate through appropriate incentives and hospitality

For the Media

- Provide overall briefing.
- Facilitation of transportation, escorts, interpreters, special permits, or technical assistance
- Allow maximum freedom of movement and time allocation consistent with overall objectives

Planning the Program

- Begin a year ahead of time. Trade professionals and media representatives are always in high demand, and their time is limited.

- Consult with the GEM Group in the market. Identify cooperating partners from the private sector, such as airlines, hotels, rental car companies, and other hosts.
- Establish the basic parameters of the FAM program: number of participants, length of program, and dates. Precise itinerary. Transportation and lodging arrangements.

Special Note: Assign a coordinator responsible for handling the FAM from beginning to end. Reconfirm all components of the tour, including, but not limited to, transportation companies, accommodations, function hosts, and PR contractors (where appropriate).

Appendix

- Glossary of Travel-Tourism Terms
- Travel-Tourism “Tools of the Trade”
- Travel-Tourism Periodicals
- Travel-Tourism Reference Publications
- Travel Associations to belong to
- Motor Coach Companies
- Travel Shows (Domestic & International)
- Director of Tourism Board- Domestic
- Director of Tourism Boards- International
- The GEM Group, Ltd. Consulting Services

Glossary of Travel Terms

Accommodations: rooms in hotel, motel B&B.

Adjoining rooms: Two rooms located next to each other, usually with no door connecting them.

Adventure tour: A tour designed around an adventurous activity such as rafting, hiking, or mountain climbing.

Affinity group: A group of people that share a common hobby, interest, or activity, or that are united through regular participation in shared outings. Also see **preformed group**

After-departure charge: Charges that do not appear on the guest's bill at check out such as telephone or dining charges.

Agent: One who has the power to act at the representative of another. Most frequently in travel, a specific kind of agent such as a travel agent.

AIO variables: Activities, interests, and opinions-used to measure and categorize customer lifestyles.

Air sea: A cruises or travel package in which one or more transportation elements are provided by air and one or more by sea. The package is usually combined with local lodging.

Airline fare: Price charged for an airline ticket. Several types of fares exist and can change with market conditions.

Airlines Reporting Corporation (ARC): An organization that provides a method of approving authorized agency locations for the sale of transportation and cost-effective procedures for processing records and funds of such sales to carrier customers.

All-inclusive package: A tour package in which most travel elements are purchased for set price. Also called an all-expense package.

Alumni tour: A tour created for customers who have previously traveled with a tour operator. Also called a reunion tour.

Amenity package: A cluster of special features, such as complimentary shore excursions, bar or boutique credit, or wine at dinner offered to clients on a given tour

or cruise, usually as a bonus or extra feature. Usually used to induce clients to book through a particular travel agency or organization.

Attractions: An item or specific interest to travelers, such as natural wonders, manmade facilities and structures, entertainment, and activities.

Average room rate: The total guest room revenue for a given period divided by the number of rooms occupied for the same period.

Back to back: A term used to describe tours operating on a consistent, continuing basis. For instance, a motor coach arriving in a city from a cross-country tour may conclude the first tour upon arrival, and then transport a second group back along the same route to the origination city of the first tour.

Baggage handler: See **porter**

Baggage master: The person who controls baggage handling on a ship.

Bed and breakfast (B&B): Overnight accommodations usually in a private home or boarding house, often with a full American-style or Continental breakfast included in one rate.

Bell captain: The person in charge of luggage at a hotel.

Block: A number of rooms, seats, or space reserved in advance, usually by wholesalers, tour operators, or receptive operators who intend to sell them as components of tour packages.

Boarding pass: The document that allows a traveler to pass through the gate area and onto a plane or ship.

Booking form: A document which purchasers of tours must complete to give the operator full particulars about who is buying the tour. It states exactly what is being purchased (including options) and must be signed as acknowledgment that the liability clause has been read and understood.

Breakage: Expenses budgeted for a tour but not used or expended, thus resulting in additional profit to the tour operator. Examples include meals budgeted but not consumed, currency fluctuations in favor of the tour operator, or the tour selling too much larger numbers of passengers than expected.

Break-even point (BEP): The point at which revenues and expenses are the same. For example, the BEP is the number of products (or seats, cabins, tickets, etc.) that must be sold for a company to break even. The BEP is calculated as fixed costs divided by the selling price less variable costs. See **reasonable number**

Break-even pricing: Pricing a product based on a forecast of the break-even point and the cost of achieving the break-even point.

Budgeted balance sheet: A budget that measures total assets and liabilities.

Budgeted income statement: A budget that tracks revenues and expenses. Also called the profit and loss statement.

Cabin: A sleeping room on a ship.

Carrier: A company that provides transportation services, such as motor coach companies, airlines, cruise lines, and rental car agencies.

Cash flow: Monies available to meet a company's daily operating expenses, as opposed to equity, accounts receivable, or other credits not immediately accessible.

Cash budget: A budget that monitors cash flow and funds available to meet current expenses.

Casual research: A form of marketing research that is used to test cause-and-effect relationships between a marketing program and customers.

Certified Tour Professional (CTP): A designation conferred upon tour professionals who have completed a prescribed course of academic study, professional service, tour employment, and evaluation requirements. The CTP program is administered by the National Tour Association (Lexington, KY) and is open to individuals employed in any segment of the tourism industry.

Certified Travel Counselor (CTC): A designation attesting to professional competence as a travel agent. It is conferred upon travel professionals with five or more years of industry experience who compete a two-year graduate-level travel management program administered by the Institute of Certified Travel Agents (Wellesley, MA).

Certified Travel Industry Specialist (CTIS): A designation conferred upon American Bus Association member company employees who successfully complete five correspondence courses (three) required and two electives and written evaluation of eight marketplace seminars.

Chain-ratio method: A method for forecasting market demand by multiplying a base market figure by a series of consumption constraints.

Chamber of commerce: A DMO that operates at the local level and is comprised of businesses that are not necessarily associated with the tourism industry.

Charter: To hire the exclusive use of any aircraft, motor coach, or other vehicle.

Charter service: The transportation of preformed groups (organized by someone other than the carrier), which have the exclusive use of the vehicle.

Circle itinerary: A travel routing design that overnights in different locations and returns to the point of departure without retracing the travel route.

City guide: A tour guide who points out and comments on the highlights of a city, usually from a motor coach or van.

City tour: A sightseeing trip through a city, usually lasting a half-day or a full day, during which a guide points out the city's highlights.

Client list: A printout of the names of all tour participants.

Client mix: Objectives set by companies to achieve percentages of customers from different market segments.

Closed-end question: A question for which the answers are provided for the respondent, who chooses only from those answers.

Closeout: Finalization of a tour, cruise, or similar group travel project after which time no further clients are accepted. Any unsold air or hotel space is released, and final lists and payments are sent to all suppliers.

Commission: A percentage of a travel product's price that is returned to the distributor when the product is sold.

Commissionable tour: A tour available through retail and wholesale travel agencies, which provides for a payment of an agreed-upon sales commission to the retailer or wholesale seller.

Common carrier: Any person or organization that offers transportation for a fee.

Comp policy: Arrangements for free tickets, rooms, meals, etc.

Complimentary (comps): Items provided free of charge, such as rooms, meals, tickets, airfare, gifts, souvenirs, etc.

Computerized reservation system (CRS): An automated system used by travel agents that contains pricing, availability and product descriptions for hotels, car rentals, cruises, and air transportation.

Conditions: The section or clause of a transportation or tour contract that specifies what is not offered and that may spell out the circumstances under which the contract may be invalidated (in whole or in part).

Configuration: The interior arrangement of a vehicle, particularly an airplane. The same airplane, for example, may be configured for 190 coach-class passengers, or it may hold 12 first-class passengers and 170 coach passengers, or any other combination within its capacity.

Confirmed reservation: An oral or written statement by a supplier that he has received and will honor a reservation. Oral confirmations have virtually no legal weight. Even written or faxed confirmations have specified or implied limitations. For example, a hotel is usually not obliged to honor a reservation if a guest arrives after 6 p.m., unless late arrival has been guaranteed.

Connecting flight: A flight that requires a passenger to change planes as part of the itinerary.

Connecting room: Two rooms that are connected to each other by a door.

Consolidator: A person or company that forms groups to travel on air charters at group rates on scheduled flights to increase sales, earn override commissions, or reduce the possibility of tour cancellations.

Consolidation: Cancellation by a charter tour operator of one more flights associated with a specific charter departure or departure period, with the transfer of passengers to another charter flight or flights to depart on or near the same day. Also, selling the same tour with identical departure dates through a number of wholesalers, cooperatives, or other outlets in order to increase sales and reduce the possibility of tour cancellations.

Consortium: A collection of organizations made up of independently owned and managed agencies that band together to increase their buying power.

Consumer protection plan: A plan offered by a company and/or association that protects the customer's deposits and payments from loss in the event of company bankruptcy.

Consumer: The actual user of a product or service. See also **customer**

Consumption constraints: Issues that limit the number of people in a market who will purchase a product.

Continental breakfast: At a minimum, a beverage (coffee, tea, or milk) and rolls and toast, with fruit juice sometimes included.

Contract: A legally enforceable agreement between two or more parties.

Convenience sample: A collection of research subjects who are the easiest for the researcher to select.

Convention and Visitors Bureau (CVB): A nonprofit DMO that operates at the county and city level. A CVB typically encourages groups to hold meetings, conventions, and trade shows in its city.

Cooperative (co-op) advertising: An agreement between two parties to share the cost of placing an advertisement.

Co-op tour: Selling a tour through a number of wholesalers, cooperatives, or other outlets in order to increase sales and reduce the possibility of tour cancellations.

Costing: The process of itemizing and calculating all the costs the tour operator will pay on a given tour.

Cost-plus pricing: See **markup pricing**

Coupon: See **voucher**

Custom tour: A travel package created specifically for a preformed group or niche market.

Customer: The buyer of a product or service. See **consumer**

Customs: The common term for U.S. Customs Service, the federal agency charged with collecting duty on specified items imported into the country. The agency also restricts the entry of forbidden items.

Database: A computerized, organized collection of individual customer information.

Day rate: Also called a day room. A reduced rate granted for the use of a guest room during the daytime, not overnight occupancy. Usually provided on a tour when a very late-night departure is scheduled.

Day tour: An escorted or unescorted tour that lasts less than 24 hours and usually departs and returns on the same day. See **sightseeing tour**

Deadheading: Making a trip or a segment of a trip without passengers, such as driving an empty motor coach somewhere.

Demand generators: Strategies and programs developed by DMOs and suppliers to generate destination demand. Examples include festivals, events, cultural tours, and consumer promotion.

Demands: A consumer's wants backed by the ability to purchase.

Demographics: Population measures, such as age, gender, income, education, race/ethnicity, religion, marital status, household size, and occupation.

Departure point: The location or destination from which a tour officially begins.

Departure tax: Fee collected from a traveler by the host country at the time of departure.

Deposit: An advance payment required to obtain and confirm space.

Deposit policy: A specified amount or a percentage of the total bill due on a specified date prior to arrival.

Descriptive research: a form of marketing research that is used to provide detailed answers about customer markets.

Destination: The geographic place to which a traveler is going.

Destination alliance: A DMO that operates as a for-profit association of select suppliers who form a paid-membership network to promote their services to travelers.

Destination management company (DMC): A for-profit company that operates similar to a CVB by providing planning and execution services for the convention and meeting market.

Destination marketing organization (DMO): An organization that promotes a location (city, region, state province, country) as a travel destination.

Direct flight: A flight that stops one or more times on the way to a destination, but does not require travelers to change planes.

Direct marketing: Sales and marketing communication that feature direct interaction between a company and its customers without any distribution intermediaries.

Double double A room with two double beds.

Double-occupancy rate: The price per person for a room to be shared with another person; the rate most frequently quoted in tour brochures.

Double-room rate: The full price of a room for two people (twice the double-occupancy rate.)

Docent: A tour guide who works free of charge at a museum.

Downgrade: To move to a lesser level of accommodations or a lower class of service.

Driver-guide: A tour guide who does double duty by driving a vehicle while narrating.

Duty-free imports: Item amounts and categories specified by a government that are free of tax or duty charges when brought into the country.

Economic impact study: Research into the dollars generated by an industry and how these dollars impact the economy through direct spending and the indirect impact of additional job creation and the generation of income and tax revenue.

Eco-tour: A tour designed to focus on preserving the environment, or to environmentally sensitive areas.

Educational tour: A tour designed around an educational activity, such as studying art.

Environmental scanning: The process of monitoring important forces in the business environment for trends and changes that may impact a company.

Errors and Omissions Insurance: Insurance coverage equivalent to malpractice insurance, protecting an agent or operator's staff if an act of negligence, an error, or an omission occurs that causes a client great hardship or expense.

Escort: See **tour director**

Escorted group tour: A group tour that features a tour director who travels with the group throughout the trip to provide sightseeing commentary and coordinate all group movement and activities.

Escrow accounts: Funds placed in the custody of licensed financial institutions for safekeeping. Many contracts in travel require that agents and tour operators maintain customers' deposits and prepayments in escrow accounts.

Exchange order: See **voucher**

Exploratory research: A form of marketing research that's used to obtain preliminary information and clues. It is most often used when the marketing problem is ambiguous.

Extension: A fully arranged sub-tour offered optionally at extra cost to buyers of a tour or cruise. Extensions may occur before, during, or after the basic travel program.

FAM (familiarization) tour: A free or reduced-rate trip offered to travel professionals to acquaint them with what a destination, attraction, or supplier has to offer.

Fixed costs: Costs that don't change with sales or production levels.

Fly/drive tour: An F.I.T. package that always includes air travel and a rental car and sometimes other travel components.

Folio: An itemized record of a guest's charges and credits, which is maintained in the front office until departure. Also referred to as a guest bill or guest statement.

Frequent Independent travel (F.I.T.): A custom-designed, prepaid travel package with many individualized arrangements. F.I.T. are unescorted and usually have no formal itinerary.

Full house: A hotel with all guest rooms occupied.

Function room: A special room that is used primarily for private parties, banquets, and meetings. Also called banquet rooms.

Gateway: City, airport, or area from which a flight or tour departs.

Gateway city: City with an international airport.

Ground operator: See **receptive operator**

Group leader: An individual who has been given the responsibility of coordinating tour and travel arrangements for a group. The group leader may act as a liaison to a tour operator or may develop a tour independently (and sometimes serve as the tour director).

Group rate: A special discounted rate charged by suppliers to groups. Also called tour rate.

Group tour: A travel package for an assembly of travelers that has a common itinerary, travel date, and transportation. Group tours are usually prearranged, prepaid, and include transportation, lodging, dining, and attraction admissions. See also **escorted group tour**

Guaranteed tour: A tour guaranteed to operate unless canceled before an established cutoff date (usually 60 days prior to departure).

Guest account: See **folio**

Guide or guide service: A person or company qualified to conduct tours of specific localities or attractions.

Guided tour: A local sightseeing trip conducted by a guide.

Head tax: Fee charged for arriving and departing passengers in some foreign countries.

High season: See **peak season**

Hosted group tour: A group tour that features a representative (the host) of the tour operator, destination, or other tour provider, who interacts with the group only for a few hours a day to provide information and arrange for transportation. The host usually does not accompany the group as it travels.

House: A synonym used for hotel.

Hub-and-spoke itinerary: A travel routing design that uses a central destination as the departure and return point for day trips to outlying destinations and attractions.

Inbound operator: A receptive operator that usually serves groups arriving from another country.

Inbound tour: A tour for groups of travelers whose trip originates in another location, usually another country.

Incentive or incentive commission: See **override**

Incentive tour: A trip offered as a prize, particularly to stimulate the productivity of employees or sales agents.

Incidentals: Charges incurred by the participants of a tour, but which are not included in the tour price.

Inclusive tour: See **all-inclusive package**

Independent tour: A travel package in which a tour operator is involved only with the planning, marketing, and selling of the package, but is not involved with the passengers while the tour is in progress. See also **frequent independent travel (F.I.T.)**

Interlobular tour: A tour that uses several forms of transportation, such as a plane, motor coach, cruise ship, and train.

Involvement device: An element of direct mail that gets the reader involved in the process of evaluating and/or responding to the solicitation.

Itinerary: A list of a tour's schedule and major travel elements.

Judgment sample: A sample based on the researcher's choice of subjects for a study.

Land operator: See **receptive operator**

Leg: Portion of a journey between two scheduled stops.

Letter of agreement: A letter from the buyer to the supplier accepting the terms of the proposal. This may also be the supplier's first proposal that has been initialed by the buyer.

List broker: A seller of mail lists for direct marketing.

Load factor: The number of passengers traveling on a vehicle, vessel, or aircraft compared to the number of available seats or cabins.

Locater map: A map of an area or a city, showing locations of attractions and hotels.

Lodging: Any establishment that provides shelter and overnight accommodations to travelers.

Logistics: Management of the details of an operation.

Low season: See **off peak**

Microenvironment: The broad forces in society and the business world that impact most companies.

Management company: A firm that owns several lodging properties.

Manifest: Final official listing of all passengers and/or cargo aboard a transportation vehicle or vessel.

Market demand: The amount of a specific product or service that may be purchased during a certain period of time in a particular geographic area.

Market forecast: The realistic demand within a given time period for the products produced by all companies within a certain industry or product category.

Market segmentation: The process of dividing a broad market into smaller, specific markets based on customer characteristics, buying power, and other variables.

Market share: The measure of company sales versus total sales for a specific product category or industry.

Market: All existing and potential customers for a product or service.

Marketing mix: The 4 Ps of marketing: product, price, promotion, place (distribution).

Marketing plan: A written report that details marketing objectives for a product or service, and recommends strategies for achieving these objectives.

Marketing research: The function that links the consumer, customer, and public to the marketer through the systematic gathering and analyzing of information.

Markup pricing: Pricing a product by adding a standard markup to costs. Also called **cost-plus pricing**

Markup: A percentage added to the cost of a product to achieve a selling price.

Master account: The guest account for a particular group or function that will be paid by the sponsoring organization. See **folio**

Media: Communications channel such as broadcast (radio, TV), print (newspapers, magazines, direct mail), outdoor (billboards), and multimedia (Internet).

Meet-and-greet service: A pre-purchased service for meeting and greeting clients upon arrival in a city, usually at the airport, pier, or rail station, and assisting clients with entrance formalities, collecting baggage, and obtaining transportation.

Meeting/conference tour: A tour designed around a specific meeting or conference for the participants.

Microenvironment: Those forces close to a company that impact operations and marketing programs.

Mission statement: The concise description of what an organization is, its purpose, and what it intends to accomplish.

Motor coach Tour: A tour that features the motor coach the form of transportation to and from destinations.

Motor coach tour operators: Tour operators that own their own motor coaches.

Motor coach: A large, comfortable bus that can transport travelers and their luggage long distances.

Multi-day tour: A travel package of two or more days. Most multi-day tours are escorted, all-inclusive packages.

Murder-mystery tour: A tour that features a staged "murder" and involves travelers in solving the crime.

Mystery tour: A journey to unpublicized destinations in which tour takers aren't told where they will be going until en route or upon arrival.

National tourism organization (NTO): A federal-government-level DMO that promotes country as a travel destination.

Needs: Those aspects of the life a person can't do without.

Net wholesale rate: A rate usually slightly lower than the wholesale rate, applicable to groups of individuals when a hotel is specifically mentioned in a tour brochure. The rate is marked up by wholesale sellers of tours to cover distribution and promotion costs.

Niche market: A highly specialized segment of the travel market, such as an affinity group with a unique special interest.

No show: A guest with confirmed reservations who does not arrive and whose reservation was not canceled.

Objective and task method: A process for creating a promotion budget that sets objectives first, then defines the tasks needed to achieve those objectives, and then commits funds necessary to perform the tasks.

Occupancy: The percentage of available rooms occupied for a given period. It is computed by dividing the number of rooms occupied for a period by the number of rooms available for the same period.

Off peak: Slow booking periods for suppliers. Also called the low season.

On-site guide: A tour guide who conducts tours of one or several hours' duration at a specific building, attraction, or site.

Open-end question: A question that allows the respondent to provide a free-response answer.

Open-jaw itinerary: A travel routing design that departs from one location and returns to another. For example, travelers may fly into one city and depart from another one. Or a traveler may purchase round-trip transportation from the point of origin to one destination, at which another form of transportation is used to reach a second destination, where the traveler resumes the initial form of transportation to return to the point of origin.

Operations: Performing the practical work of operating a tour or travel program.

Operator: See **Tour Operator**

Optionals: Optional tour features that are not included in the base tour price, such as sightseeing excursions or special activities.

Outbound operator: A company that takes groups from a given city or country to another city or country.

Outbound tour: A tour that takes travelers out of the area, usually from a domestic city to another country.

Overbook: Accepting reservations for more space than is available.

Overhead: Those fixed costs involved in regular operations, such as rent, insurance, management salaries, and utilities.

Override: A commission over and above the normal base commission percentage.

Packaged travel: A package in combination of two or more types of tour components into a product, which is produced, assembled, promoted and sold as a package by a tour operator for an all-inclusive price.

Passenger vessel: Ships, yachts, ferries, boats, etc.

Patronage Program: A program that rewards the customer for loyalty and repeat purchase, such as frequent-flyer programs.

Peak season: A destination's high season when demand is strong. Also called the high season.

Per-capita costs: Per-person costs.

Per-capita tour: See **scheduled tour**

Perceived value: The ratio of perceived benefits to perceived price.

Port of entry: Destination providing customs and immigration services.

Porter: A person who handles luggage at an airport, train station, etc.; also called skycap or baggage handler.

Positioning strategy: The development of a clear, unique, and attractive image for a company and/or product in the minds of target customers.

Pre-deduct commission: When a distributor such as a travel agent takes up front the commission on a sale and sends the supplier the balance of the sales price.

Preferred Supplier: The selection of specific supplier(s) for priority promotion to customers and/or integration in travel packages in exchange for reduced rates and/or higher commission.

Preformed group: A pre-existing collection of travelers, such as affinity groups and travel clubs, whose members share a common interest or organizational affiliation.

Pre- and post-trip tour: An optional extension or side trip package before and/or after a meeting, gathering, or convention.

Primary research: The collection of data specifically to solve the marketing problem at hand.

Profit margin: A dollar value that represents the markup of a product's price over its costs.

Promotion mix: Promotion tools including advertising, direct marketing, sales promotion, and public relations.

Promotional group tour: A travel package composed of tour elements that match the specific needs and wants of niche customers who aren't part of an organized or preformed group.

Promotional partnership: The combination of two or more companies to offer special incentives to customers.

Property: A specific lodging structure, such as a hotel, and the ground on which it is built.

Protection overbooking: The practice of blocking space that will likely be in excess of what will actually be needed.

Psychographics: Measures of a person's lifestyle. See also AIO variables.

Public relations (PR): A management function that determines the attitudes and opinions of an organization's publics, identifies its policies with the interests of its publics, and formulates and executes a program of action to earn public understanding and goodwill.

Public tours: See **scheduled tour**

Pull strategy: A marketing approach that creates demand at the customer level by generating awareness, interest, and desire so customers pull a product through a distribution channel by demanding it.

Push strategy: A marketing approach that creates demand at the distributor level by providing resellers with an incentive to push (sell) a product to end consumers.

Query: The process of sorting and retrieving information from a database.

Quota sample: A research sample that involves forming groups based on certain characteristics. A random sample can then be selected from the quota segments.

Rack rate: The published (brochure) rate for a travel component.

Reach: The measure of how many people in a market will be exposed to a certain advertisement via a specific medium.

Reasonable number: A forecast of the break-even point for a tour.

Receptive operator: A local tour company that specializes in services for incoming visitors, often for tour operator groups.

Relationship marketing: The process of building and nurturing ongoing, solid relationship with customers.

Research constraints: Those issues, such as cost and timing that will limit the scope of marketing research.

Reseller: See **retailer** and **wholesaler**

Reservation fee: A customer payment for a certain percentage of the travel package price that's made immediately after booking.

Retail price: The actual price a customer pays for a travel element or tour.

Retail tour: See **scheduled tour**

Retailer: A middleman, such as a travel agent, who sells directly to the customer.

Room rates: The various rates used by lodging properties to price rooms. These include: day rate (usually one half the regular rate for a room used by a guest during the day up to 5 p.m.-sometimes called a use rate), flat rate (a specific room rate for a group agreed upon by the hotel and group in advance), group rate (same as flat rate), net group rate (a wholesale rate for group business to which an operator may add a markup if desired), net wholesale rate (a rate usually lower than the group rate and applicable to groups or individuals when a hotel is specifically mentioned in a tour folder), and published rate (a full rate available to or advertised to the public-also called the rack rate.)

Rooming list: A printout of the names of all tour participants that also lists special lodging requests and provides a spot for the hotel or cruise ship to fill in the passenger's room number.

Run-of-the-house rate: A flat rate for which a lodging property agrees to offer any of its available rooms to a group. Final assignment of the rooms is at the discretion of lodging management.

Sales margin: A term used by resellers to describe profit as a percentage of sales revenue.

Sample: The portion of a population chosen to represent the population being studied for research.

Scandals tour: A light-hearted history tour that shows locations where interesting scandals took place.

Scheduled flights: Air flights that are publicly scheduled and promoted by major airlines.

Scheduled tour: A tour that's set in a tour operator's regular schedule of tour departures and that's often sold to the general public. Also called public tour or retail tour.

Secondary information: Research data that was collected by another company or person and usually for a purpose that's different than the research objectives and tasks at hand.

Shells: Preprinted brochures with photos, illustrations, and graphics but no text; also called slicks.

Shore excursion: A land tour, usually available at ports of call, sold by cruise lines or tour operators to cruise passengers.

Shoulder season: Those periods between the peak and off season when destination demand is moderate.

Sightseeing companies: Organizations that provide local guided tours

Sightseeing guide: See **driver/guide**

Sightseeing tour: Short excursions of usually a few hours that focus on sightseeing and/or attraction visits.

Simple random sample: A sample that draws a group of respondents randomly from all members of the population.

Special event tour: A travel package that features major happenings, such as concerts or sporting events, as the reason for the journey.

Split itinerary: An itinerary in which part of the group does one thing while the other part does something else.

Step-on guide: A tour guide who boards a motor coach to give detailed, expert commentary about the city or area being visited.

Strategic plan: A report that describes a company's mission statement, goals, objectives and strategic actions.

Subcontractor: A local operator who provides services for a wholesaler.

Supplier: The actual producer and seller of travel components.

SWOT analysis: A summary of a company's strengths and weaknesses, and the environmental opportunities and threats that will most influence it.

Target market: The group of customers who will be the focus of a company's marketing efforts.

Tariff: (1) Fare or rate from a supplier; (2) Class or type of a fare or rate; (3) Published list of fares or rates from a supplier; (4) Official publication compiling rates or fares and conditions of service.

Telemarketing: Direct marketing via the telephone.

Terminal: A building where clients report for trips via train, plane, etc.; also called a depot or a station.

Theme tour: A tour that's designed around a concept of specific interest to the tour takers, such as history or sports.

Tickler system: A method for monitoring reservations and payments that's arranged by date and points out late payments so customers can be contacted.

Tiered pricing: When suppliers offer different prices to receptive operators, tour operators, and group leaders, so each party can earn a profit by marking up the supplier's price while still offering a fair price to customers.

Tiered override plan: When commissions rise proportionately with a corresponding increase in sales.

Tour: A prearranged, prepaid journey to one or more destinations that generally returns to the point of origin, is usually arranged with an itinerary of leisure activities, and includes at least two travel elements.

Tour broker: See **tour operator**

Tour catalog: A publication by tour wholesalers listing their tour offerings. Catalogs are distributed to retail agents who make them available to their customers. Bookings by retail agents are commissionable.

Tour conductor: See **tour director**

Tour departure: The date of the start by any individual or group of a tour program or, by extension, the entire operation of that single tour.

Tour director: Also called tour manager, tour conductor, and tour escort. The person who is responsible for a group on tour and for most aspects of a tour's execution.

Tour escort: See **Tour director**

Tour guide: A person qualified (and often certified) to conduct tours of specific locations or attractions. See also **step-on guide**, **city guide**, **on-site guide**, and **docent**.

Tour manager: See **tour director**

Tour manual: A compendium of facts about a destination, tour procedures, forms, and other information that a tour operator gives to its tour directors.

Tour menu: A menu that limits group clients to two or three choices.

Tour operator: A person or company that contracts with suppliers to create and/or market a tour and/or subcontract their performance.

Tour planner: A person who researches destinations and suppliers, negotiates contracts, and creates itineraries for travel packages.

Tour order: A voucher given to the purchaser of a tour package that identifies the tour, the seller, and the fact that the tour is prepaid. The purchaser then uses this form as proof of payment and receives vouchers for meals, portorage, transfers, entrance fees, and other expenses. See also **voucher**

Tour rate: See **group rate**

Tour series: Multiple departures to the same destination throughout the year.

Tourism: The business of providing marketing services and facilities for leisure travelers.

Tracking study: A survey of customers before and after implementing a promotion campaign to assess changes in consumer behavior.

Transfer: Local transportation and porter services from one carrier terminal to another, from a terminal to a hotel, or from a hotel to an attraction.

Transit visa: A visa allowing the holder to stop over in a country or make a travel connection or a brief visit.

Transportation: Any method of moving travelers from one point in a journey to another, such as air, ship, rail, and motor coach travel.

Travel agent: A person or firm qualified to arrange for lodging, meals, transportation, cruises, tours, and other travel elements

Travel component: Transportation, lodging, dining, attractions, entertainment, guide services, and other travel elements offered as part of a travel package.

Trip Cancellation Insurance: Sold through travel agencies, special insurance for travelers. Cover air, cruise or tour fares, as well as charter agreements, which carry high cancellation penalties. In case of cancellation due to illness or personal emergency, it covers your trip-related Moines.

Trip director: An escort for an incentive company. Larger companies reserve this title for the person who directs all personnel and activities for a particular incentive trip.

Turnaway: A potential reservation that couldn't be satisfied because the tour (or hotel, ship, etc.) was fully booked.

Upgrade: To move to a better accommodation or class of service.

Value season: See **off-season**

Value: The relationship between the benefits associated with a product or service and the costs of obtaining the product or service. See also **perceived value**

Value-added tax: (VAT): A type of tax system which adds a fixed percentage of taxation on products and services at each step of production or service delivery.

Value-based pricing: Pricing a product based on buyer perceptions of value rather than actual product costs.

Variable costs: Costs that change with sales or production levels.

Variance report: A summary of how much a company has gone above or below budget.

Visa: Stamp of approval recorded in a traveler's passport to enter a country for a specific purpose.

Volume incentive: See **override**

Volume purchase: The purchase of large quantities of a product or service.

Voucher: Documents that are exchanged for goods and service to substantiate payment that will be or already has been made.

Vouchers, tour documents or coupons issued to clients by tour operators to be exchanged for services such as accommodations, meals, sightseeing, etc.

Waitlist: A list of clients awaiting transportation or accommodations at times when they are not available. Waitlisted clients are confirmed as a result of subsequent cancellations.

Wants: Ways in which a person satisfies a basic need.

Wholesale: Sale of travel products through an intermediary in exchange for a commission or fee generally at reduced tariffs.

Word-of-mouth promotion: Personal communication about a product or service from one customer to another.

Yield management: Calculating and analyzing the profits earned per customer.

Travel and Tourism Resources

"Tools of the Trade"

While taking you behind the scenes to learn the inside facts of today's travel industry, I have included some personal resources/tips to make your journey in learning more enjoyable.

How to Start an International Tour Director Company

Travel The World FREE!

If you wish to join the ranks of professional Tour Directors, then this is the manual for you: *How to Become a Professional International Tour Director*, by G. E. Mitchell, provides you with everything you ever wanted to know about this career, and should motivate and assist many who aspire to travel while earning a respectable income. Being an international Tour Director is one of the most attractive and sought after jobs in the travel industry. Drawing on past experiences, the author, Gerald E. Mitchell, challenges your assumptions and offers proven strategies for observing your clients' behavior, recognizing individual limitations, and auditing your own decision-making processes, to help you manage the best possible tour or cruise for your client. It is easy to see why a good Tour Director can Travel Free...Earn High Income...Work Full or Part-time. If you want to gain the confidence and tact of a diplomat, the deep knowledge of a scholar, the performance skills of an entertainer, and the organizational abilities of a management expert, aim your sights toward the world. Your career hobby will offer you the privilege to travel and mingle with people of all walks of LIFE.

The Official Airline Guide (North American and Worldwide Edition International) is the nonofficial "Bible" of the travel industry. Aside from offering a complete list of scheduled airline flights - direct and connecting, departure and arrival times, baggage allowance and rates, and city airport codes - it also contains a list of airlines, maps,

airline mileages, minimum connect times, postal information (first-class rates), and transportation taxes.

TIP: When escorting a tour, carry the *OAG Pocket Flight Guide*. Aside from flight schedules, it contains a list of local reservation offices, which makes it a lot easier than looking up information at a public telephone booth.

The Official Airline Guide (OAG) Travel Planner holds a wealth of travel data. Besides hotel/motel information, there is an airline directory; airline routing maps; airport diagrams (important for the tour escort leading a group through an airport); banking, business and shopping hours for individual country listings; a calendar of events for many foreign countries; a car-rental directory; city-center maps for major international countries; a list of foreign clothing sizes; a list of consulate offices; listings of charter, rental, and tour operations; currency-conversion rates/customs; a list of U.S. documentary requirements; and information on how to obtain entry and driving permits.

Also, there is general travel information; information on airport facilities for the handicapped and elderly, liquor allowances, medical assistance, military installations within the U.S., how to obtain a passport information, and per-diem deductions for government employees; and an alphabetical listing of Pacific-area rail companies including North American and Pacific office locations and reservation phone numbers. The *OAG* explains roadway signs, international telephone tips, telex area codes, tourist board office locations, and visa information. The *OAG* is printed in three editions: the North American, the European, and the Pacific area. These guides are unsurpassed for business or pleasure travel data.

The OAG Worldwide Cruise and Ship Line Guide is an encyclopedia of the cruise and ship line business which is updated every other month. It has cruise itineraries and prices, port-to-port and ferry schedules, ship profiles, maps of sea routes, and sales reservation office numbers.

To Order OAG Travel Manuals:

Official Airline Guides
2000 Clearwater Drive
Dept.J921
Oak Brook, IL 60521-9953
1-800-323-3537, Ext. J-921

Hotel and Travel Index is published quarterly. It lists major hotels/motels worldwide. A key code is next to each property, which lists agent's commission, number of rooms, rates, number of beds, meal plans available, rooms with bath, credit cards accepted, reservation and addresses of hotels, and telex data, plus 1, 000 frequently booked properties are highlighted and there are over 130 city maps. You can quickly pinpoint a hotel's exact location and its accessibility to transportation, business and recreation centers, as well as major area attractions. Do not overlook the services of hotel representatives that are noted in the beginning of the hotel and travel index.

OHRG - Official Hotel Resort Guide is an excellent cross-reference guide when selecting hotels. It does not contain as many hotel/motel listings as the Hotel and Travel Index; however, it will give you a better description of the hotel/motel/resort property.

To order:

Ziff-Davis Publishing Company
One Park Avenue
New York, NY 10016
Phone: (212) 503-5600

TIP: These manuals are expensive. Try to obtain a used one by checking with your local travel agency for one of their used copies.

The Travel Agent: The travel industry's personnel directory never leaves the tour desk. In general, it lists airlines, cruise lines, automobile rental companies, motor coach sight-seeing/tour operators, government tourist offices, travel organizations, government agencies, and hotel representatives. This book gives you the name and title of persons connected to the business. It helps tremendously if you know to whom to address your telephone call or correspondence to in order to get to the person in charge.

To order:

The American Travel Division
Capital Cities Media, Inc.
2 West 46th Street
New York, NY 10036

Gray Line Official Sightseeing Sales & Tour Guide: No tour designer could operate without this book. Gray Line Sight-Seeing Company acts as host in any given city throughout the world. What you'll find in the Gray Line Sales and Tour Guide will be lists of half-day or multi-day package tours. There are multi-lingual guides, boat/cruise sightseeing, limousine services, airport transfer information and prepaid sightseeing tour order information. When your clients pre-pay for a tour, you collect the gross amount (retail price) and forward the net (your cost) to Gray Line. The difference is your profit! Agents, with their busy schedules, often overlook the "instant commission" they can make on these side excursions. Otherwise, your clients end up buying the tours through some local operator at the other end, who makes the commission from your efforts.

TIP: Commencing in 1987, *Gray Line Tour Guide* devised a shore-excursion program for ready sale to your cruise passengers, resulting in greater client satisfaction, and instant added commission. We lost a good number of commissions by letting our clients purchase their shore excursions aboard ship. No more!

Gray Line offers the tour designer an opportunity to compute net cost and length of tours, tour pacing, and a brief itinerary for groups or individuals. When we receive requests for a tour proposal (individual or group)-and the client is still unsure about contracting with our office, or may still be in the planning stages of an itinerary. We will present a brief tour program and an estimated price for the land portion from facts obtained in the Gray Line Sight-Seeing Manual. This saves time and money in long-distance phone calls, letters, telexes etc. Gray Line Tour Companies are located in most major cities around the world.

AAA - American Automobile Association: If you don't already belong, we recommend purchasing their membership. For the nominal fee, AAA offers an untold source of travel assistance. We often cross-reference our hotel selection with the AAA Tour Book. It offers an opportunity to re-affirm the hotel/motel rating, location, facilities and price. It also has listings on restaurants, historic sites, and major annual events. In planning a motor coach tour, travel time between two locations is crucial (taking into account rest stops, meals, attractions, and hotel check-in). One mistake in the timing will throw the entire tour out of synchronization. . Your AAA travel consultant will work with you and provide up-to-date information on the routing proposed for your clients.

To order contact your local AAA Club or write:

American Automobile Association
8111 Gatehouse Road
Falls Church, VA 22047

Travel – Tourism Periodicals

Find time to read them! Often agents put the travel periodicals aside or don't pass them around the office. It is imperative a professional agent keeps updated with current travel news that has taken place within the past week.

Your resource manuals are helpful in designing your tour programs; however, nothing stays the same in this industry. A few of the items that you may read about in your travel magazines include a change in the political climate of a destination, currency exchange rates (which affect the cost of the tour), pending labor disputes that may be taking place within the hotel and transportation companies, and industry personnel changes. An agent must keep his finger on the pulse of the travel industry - or be left behind!

As you leaf through your travel magazines, make notes of the following: Travel shows, FAM tours (agent familiarization tours), education and training seminars, market guides (domestic-international), agency operations, business and employment opportunities, quizzes for travel agents, plus new ideas for your promotional brochures.

Fodor's Travel Guides: Fodor's offers useful general information designed to help plan and research a destination. Helpful hints include business hours, local holidays, time zones, and customs. There are essays to help you with insights and information about regional food and drink. This travel guide offers a detailed breakdown of the geographical area. Each chapter begins with a description of the area; followed by practical information including addresses, directions, phone numbers, etc. It is a handy book for your clients to read prior to the trip.

Michelin Guides: These high-quality guides used by travelers since the early 1900's, highlight Europe, Canada, and the Eastern United States. They provide an excellent source of information pertaining to dining and hotel accommodations.

International Travel News: Edited for the high-frequency international traveler, it is intended to be a valuable news source and communication medium for business and pleasure travelers to overseas destinations.

To order:

ITN

1779 Tribute Road, Suite L

Sacramento, CA. 95815

Phone: (916) 457-3643

Jax Fax Travel Marketing Magazine: This magazine offers an update on current travel news and events, a list of FAM tours, workshops and seminars; a list of tour-operator servicing destinations throughout the world; and a directory of their reservation offices Published monthly by:

Jet Air Transport Exchange, Inc. (JAX)

280 Tokeneke Rd.

Darien, CT 06820-4899

Phone: (203) 655-8746

Know Before You Go: A brochure on customs requirements issued by the U.S. Department of State, Washington, D.C, on the do's and don'ts of returning home with items from abroad.

PUBLICATIONS FOR THE TOUR GUIDE

Step in the Right Direction by Don Geary

A basic map and compass book.

Stackpole Books

P. O. Box 1831

Harrisburg, PA, 17105.

Discovering Dixie....Along the Magnolia Trail by Richard Louis Polese

The day-by-day travel guide to the best of the deep south.

Ocean Tree Books

P. O. Box 1295

Santa Fe, New Mexico, 87504

New England Walking Atlas by Gary Yanker and Carol Tarlow

The walking atlas of America.

McGraw-Hill Publishing Company

The American Walk Book by Jean Craighead

George Major historic and natural walking trails from New England to the Pacific Coast.

Birdwatchers Guide to Wildlife Sanctuaries by Jessie Kitchiner

Arco Publishing Company, Inc.

New York.

Exxon Travel Club Travel Guide

Travel Vision Publications and Mobil Travel Guide, Prentice Hall Travel

Both guides contain:

Handicapped traveler information

Travel tips

Maps and map coordinates

What to see and do

Special travel features

Hotel/Motel toll-free "800" numbers

ECO & Cultural Resources Experiencing America's Past by Gerald and Patricia Guter

A travel guide to museum villages.

John Wiley and Sons, Inc.

Travel Books for Children

Great Vacations with Your Kids by Dorothy Ann Jordon and Marjorie Adolf Cotter.

The complete guide for family vacations in the U.S.A. from infants to teenagers.
E. P. Dutton, New York.

Professional organization Memberships

Taedge.com

Travel-related associations, trade shows and publication. Up-to-the-minute information on travel-related data, over 2,000 tour operators to promote your services and tours.

ABA (American Bus Association)

1100 New York Ave.
Suite 1050
Washington, DC 20005-3934
1-800-283-2877

NTA-National Tour Association

546 E. Main St.
PO Box 3071
Lexington, KY 40596-3071
1-800-NTA-8886

Bus Companies, Organizers of Group Tours, Trade Shows and Conferences

Local Chamber of Commerce: Join your local chamber of commerce for a list of contacts and marketing opportunities for your tours and services.

US Chamber of Commerce: Worldchamberdirectory@compuserve.com: Will promote your services abroad.

United State Travel Council: Contact U.S. Department of Commerce, International Trade Administration, Trade Development, Tourism Industries, Washington, D.C. 20230; Phone; (202) 482-4029 for information on all of the information available from Tourism Industries, visit the web site at <http://tinet.ita.doc.gov>.

Greyline Sightseeing Tours: <http://www.greylinetours.com> List rates and services for tours within the United States and around the world. Excellent source of tours and prices.

Leisure Group Travel: <http://www.leisuregrouptravel.com> Excellent resource and opportunity to promote your tours and services.

International Association of Convention & Visitors Bureaus-IACVB
2000 L St., NW
Suite 702
Washington, DC 20036-4990

Government and State Tourism Offices

The importance of working with government and state tourist offices is being able to acquire additional information on a destination. Aside from the general information that is readily available, certain department heads will offer advice on planning tour itineraries and recommend qualified land operator/step-on guide services, hotels and transportation companies. For planning a group function, the government or state tourist office will make available films and slides subject to their budget and the nature of the group function, and will sometimes offer a guest speaker knowledgeable on the destination being promoted.

List of State Tourist Offices in U.S.

Alaska

Alaska Travel Industry Association
2600 Cordova Street, Ste. 201
Anchorage, AK 99503
E-mail: info@alaskatia.org
Web site: <http://www.travelalaska.com/>

Arizona

1110 West Washington, Suite 155
Phoenix, AZ 85007
(602) 364-3700 or (866) 275-5816
Web site: <http://www.arizonaguide.com>

Arkansas

Arkansas Department of Parks & Tourism Office
1 Capitol Mall
Little Rock, AR 72201
(800) 628-8725 or (501) 682-7777
Web site: <http://www.arkansas.com>

California

California Office of Tourism
(800) 462-2543 or (800)TO-CALIFORNIA
Email: caltour@commerce.ca.gov
Web site: <http://www.gocalif.ca.gov>

Colorado

Colorado Tourism Office
1625 Broadway, Ste. 1700
Denver, CO 80202
(800) 265-6726
Web site: <http://www.colorado.com>

Connecticut

Connecticut Tourism
(800) 282-6863
Email: German.Rivera@po.state.ct.us
Web site: <http://www.tourism.state.ct.us/>

District of Columbia

Washington Convention and Visitors Association
901 7th Street NW, 4th Floor
Washington, DC 20001-3719
(202) 789-7000
Fax: (202) 789-7037
Web site: <http://www.washington.org>

Delaware

Delaware Tourism Office
99 Kings Highway, Box 1401
Dover, DE 19903
(866) 284-7483 or (302) 739-4271
Fax: (302) 739-5749
Web site: <http://www.visitdelaware.com>

Florida

Florida Division of Tourism
661 East Jefferson Street, Suite 300
Tallahassee, Florida 32301
(888) 735-2872
Web site: <http://www.flausa.com/>

Georgia

Georgia Department of Industry, Trade & Tourism
Tel: (800) 847-4842
Web site: <http://www.georgia.org>

Hawaii

Hawaii Visitors Bureau
Waikiki Business Plaza
2270 Kalakaua Ave #801
Honolulu, HI 96815
(800) 464-2924 or (808) 923-1811
Fax: (808) 922-8991
Email: info@hvcb.org
Web site: <http://www.gohawaii.com>

Idaho

Idaho Department of Commerce
Division of Tourism Development
700 West State Street
P.O. Box 83720
Boise, ID 83720-0093
(208) 334-2470
Fax: (208) 334-2631
Web site: <http://www.visitid.org/>

Illinois

Illinois Bureau of Tourism
100 West Randolph #3-400
Chicago, IL 60601
1-800-2CONNECT
Email: Tourism@illinoisbiz.biz
Web site: <http://www.enjoyillinois.com>

Indiana

Indiana Tourism Division
1 North Capitol Ave #700
Indianapolis, IN 46204
1-800-ENJOY-IN
Fax: 317-233-6887
Email: webmaster@enjoyindiana.com
Web site: <http://www.in.gov/enjoyindiana/>

Iowa

Iowa Department of Tourism
200 East Grand Ave.
Des Moines, IA 50309
888-472-6035
Fax: 515-242-4718
Email: tourism@ided.state.ia.us
Web site: <http://www.traveliowa.com/>

Kansas

Kansas Travel and Tourism Division
1000 S.W. Jackson Street, Suite 100
Topeka, Kansas 66612-1354
1-800-2KANSAS
Fax: (913) 296-5055
Email: travtour@kansascommerce.com
Web site: <http://www.travelks.com>

Kentucky

Kentucky Department of Travel Development Visitors Information Service
500 Mero St
Frankfort, KY 40601
(800) 225-8747 or (502) 564-4930
Fax: (502) 564-5695
Web site: <http://www.kytourism.com>

Louisiana

Louisiana Office of Tourism
(800) 33-GUMBO or (225) 342-8100
Fax: (225) 342-8390
Email: free.info@crt.state.la.us
Web site: <http://www.louisianatravel.com>

Maine

Maine Office of Tourism
#59 State House Station
Augusta, ME 04333-0059
1-888-624-6345
Web site: <http://www.visitmaine.com/>

Maryland

Maryland Office of Tourism Development
217 East Redwood St, 9th Floor
Baltimore, MD 21202
(800) 634-7386
Web site: <http://www.mdisfun.org>

Massachusetts

Massachusetts Office of Travel and Tourism
10 Park Plaza, Suite 4510
Boston, MA 02116
(800) 227-MASS or (617) 973-8500
Email: VacationInfo@state.ma.us
Web site: <http://www.mass-vacation.com/>

Michigan

Michigan Travel Bureau
300 N. Washington Square, 2nd Floor
Lansing, Michigan 48913
(888) 78-GREAT or (517) 373-0670
Fax: (517) 373-0059
Web site: <http://travel.michigan.org>

Minnesota

Minnesota Office of Tourism
100 Metro Square, 121 7th Place E.
St. Paul, MN 55101
(800) 657-3700 or (612) 296-5029
Email: explore@state.mn.us
Web site: <http://www.exploreminnesota.com>

Mississippi

Mississippi Division of Tourism Development
Post Office Box 849
Jackson, MS 39205
(866) 733-6477 or (601) 359.3297
Fax: (601) 359-5757
Email: lturnage@mississippi.org
Web site: <http://www.visitmississippi.net>

Missouri

Missouri Division of Tourism
Post Office Box 1055
Jefferson City, MO 65102
(800) 810-5500 or (573) 751-4133
Fax: (573) 751-5160
Web site: <http://www.missouritourism.org>

Montana

Travel Montana
Post Office Box 200533
Helena, MT 59620
(800) 847-4868 or (406) 841-2870
Fax: (406) 841-2871
Web site: <http://www.visitmt.com>

Nebraska

Nebraska Division of Travel & Tourism
Post Office Box 98907
Lincoln, NE 68509
1-877-NEBRASKA
Email: tourism@visitnebraska.org
Web site: <http://www.visitnebraska.org/>

Nevada

Nevada Commission on Tourism
401 North Carson Street
Carson City, NV 89701
(800) 638-2328 or (775) 687-4322
Fax: (775) 687-6779
Email: ncot@travelnevada.com
Web site: <http://www.travelnevada.com>

New Hampshire

New Hampshire Office of Travel and Tourism
PO Box 1856
Concord NH 03302-1856
1-800-FUN-IN-NH or (603) 271-2665
Fax: (603) 271-6870
Email: travel@dred.st.nh.us
Web site: <http://www.visitnh.gov/>

New Jersey

New Jersey Commerce & Economic Growth Commission P.O. Box 820
Trenton, NJ 08625-0820
1-800-VISIT-NJ or (609) 777- 0885
Web site: <http://www.state.nj.us/travel>

New Mexico

New Mexico Department of Tourism
491 Old Santa Fe Trail
Santa Fe, NM 87503
(800) 733-6396 ext 0643
Fax: (505) 827-7402
Web site: <http://www.newmexico.org/>

New York

New York State Travel Info Center
1 Commerce Plaza
Albany, NY 12245
(800) 225-5697
Web site: <http://www.iloveny.state.ny.us>

North Carolina

North Carolina State Board of Tourism
301 North Wilmington St.
Raleigh, NC 27601
(800) VISIT NC or (919) 733-8372
Fax: (919) 715-3097
Web site: <http://www.visitnc.com>

North Dakota

North Dakota Tourism Division, Century Center
1600 E. Century Ave. Suite 2
PO Box 2057
Bismarck, N.D. 58503
(800) 435-5663 or (701) 328-2525
Fax: (701) 328-4878
Email: tourism@state.nd.us
Web site: <http://www.ndtourism.com>

Ohio

Ohio Division of Travel and Tourism
77 S. High St., 29th Floor
Columbus, OH 43215
(800) 282-5393
Web site: <http://www.ohiotourism.com>

Oklahoma

Oklahoma Tourism And Recreation Department
Travel & Tourism Division
15 N. Robinson, Suite 801
PO Box 52002
Oklahoma City, OK 73152-2002
(800) 652-6552 or (405)521-2406
Fax: (405)521-3992
Email: information@TravelOK.com
Web site: <http://www.travelok.com>

Oregon

Oregon Tourism Commission
775 Summer St NE
Salem, OR 97310
(800) 547-7842 or (503) 986-0000
Fax: (503) 986-0001
Email: info@traveloregon.com
Web site: <http://www.traveloregon.com>

Pennsylvania

Pennsylvania Department of Community and Economic Development
Office of Tourism, Film and Economic Development Marketing
4th Floor, Commonwealth Keystone Building
400 North Street
Harrisburg, PA 17120-0225 USA
(800) 237-4363 or (717) 787-5453
Fax: (717) 787-0687
Web site: <http://www.experiencepa.com>

Rhode Island

Rhode Island Tourism Division
1 West Exchange Street
Providence, RI 02903
800-556-2484
(401) 222-2601
Fax: (401) 273-8720
Email: visitrhodeisland@riedc.com
Web site: <http://www.visitrhodeisland.com/>

South Carolina

South Carolina Department of Parks, Recreation and Tourism
1205 Pendleton Street
Columbia, South Carolina 29201
(803) 734-1700
Fax: (803) 273-8270
Web site: <http://www.discoversouthcarolina.com>

South Dakota

South Dakota Department of Tourism
711 East Wells Ave
Pierre, SD 57501
(800) 732-5682 or (605) 773-3301
Fax: (605) 773-3256
E-mail: sdinfo@state.sd.us
Web site: <http://www.travelsd.com>

Tennessee

Tennessee Tourism Division
Wm. Snodgrass/Tennessee Tower
312 8th Avenue North, 25th Floor
Nashville, TN 37243
(800) 836-6200 or (615) 741-2159
Web site: <http://www.tnvacation.com/>

Texas

Texas Department of Tourism
Post Office Box 12728
Austin, TX 78711
(800) 888-8839 or (512) 462-9191
Web site: <http://www.traveltex.com>

Utah

Utah Travel Council
Council Hall
300 North State
Salt Lake City, UT 84114
1-800 UTAH-FUN, (800) 200-1160 or (801) 538-1030
Web site: <http://www.utah.com>

Vermont

Vermont Dept. of Tourism and Marketing
6 Baldwin St., Drawer 33
Montpelier, VT 05633-1301
(800) 837-6668 or (802) 828-3676
E-mail: info@VermontVacation.com
Web site: <http://www.travel-vermont.com>

Virginia

Virginia Tourism Corporation
901 E. Byrd Street
Richmond, VA 23219
(800) VISIT VA
Email: VAinfo@helloinc.com
Web site: <http://www.virginia.org>

Washington

Washington State Tourism (800) 544-1800
Web site: <http://www.tourism.wa.gov>

West Virginia

West Virginia Division of Tourism
90 MacCorkle Ave. SW
South Charleston WV 25303
(800) 225-5982 or (304) 558-2200
Web site: <http://www.wva.state.wv.us/callwva/>

Wisconsin

Wisconsin Department of Tourism
201 West Washington Avenue
PO Box 8690
Madison WI 53708-8690
(800) 432-8747 or (608) 266-2161
Email: tourinfo@travelwisconsin.com
Web site: <http://www.travelwisconsin.com>

Wyoming

Wyoming Division of Tourism

I-25 at College Dr

Cheyenne, WY 82002

(800) 225-5996 or (307) 777-7777

Fax: (307) 777-2877

Web site: <http://www.wyomingtourism.org>

List of International Tourism Offices

Anguilla

Anguilla Tourist Information
c/o Medhurst & Associates, Inc.
271 Main Street
Northport, NY 11768
(800) 553-4939
Web Site: <http://net.ai/>

Antigua

Antigua & Barbuda Department of Tourism & Trade
610 Fifth Avenue #311
New York, NY 10020
1-888-268-4227
FAX: (212) 757-1607
E-MAIL: info@antigua-barbuda.org
Web Site: <http://www.antigua-barbuda.org/>

Argentina

National Tourist Council
12 West 56th Street
New York, NY 10019
(212) 603-0443
FAX: (212) 315-5545
Web site: <http://www.sectur.gov.ar>

Aruba

Aruba Tourism Authority
1000 Harbor Blvd.
Weehawken, NJ 07087
(800) TO-ARUBA
(201) 330-0800, (212) 246-3030
FAX: (201) 330-8757
E-MAIL: atanjix@aruba.com
Web Site: <http://www.olmco.com/aruba/>

Australia

Australian Tourist Commission
1601 Massachusetts Ave NW
Washington, DC 20036
(202) 797-3000
FAX: (202) 797-3100
Web Site: www.australia.com

Australian Tourist Commission

Century Plaza Towers
2049 Century Plaza East
Los Angeles, CA 90067
(310) 229-4870
Web Site: www.australia.com

Austria

Austrian National Tourist Office
P.O. Box 1142- Times Square
New York, NY 10108-1142
(212) 944-6880
Web Site (North America): <http://www.anto.com/>
Web Site (International): <http://austria-info.at/content.html>

Bahamas

Bahamas Tourist Office
150 East 52nd Street
New York, NY 10022
(800) 422-4262
(212) 758-2777
FAX: (212) 753-6531

Bahamas Tourist Office

3450 Wilshire Blvd. #208
Los Angeles, CA 90010
(800) 439-6993
Web Site: <http://www.interknowledge.com/bahamas/main.html>

Barbados

Barbados Tourism Authority
800 Second Avenue
New York, NY 10017
(800) 221-9831, (212) 986-6516
FAX: (212) 573-9850
Web Site: <http://www.barbados.org/>

Belgium

Belgian Tourist Office
780 Third Avenue
New York, NY 10017
(212) 758-8130
FAX: (212) 355-7675
E-mail: info@visitbelgium.com
Website: <http://www.visitbelgium.com>

Belize

Belize Tourism Board
New Central Bank Building, Level 2
Gabourel Lane
P.O. Box 325
Belize City, Belize
Tel: 011-501-2-31913 or
1-800-624-0686
Fax: 011-501-2-31943
Email: info@travelbelize.org

Websites: <http://www.travelbelize.org> and <http://www.belizetourism.org>

Bermuda

Bermuda Department of Tourism
310 Madison Avenue
New York, NY 10017
(800) 223-6106, (212) 818-9800
Web Site: <http://www.bermudatourism.com/>

Bonaire

Bonaire Tourist Board
10 Rockefeller Plaza
New York, NY 10020
(212) 956-5911

Web Site: <http://www.infobonaire.com>

British Virgin Islands

British Virgin Islands Tourist Board
370 Lexington Avenue
New York, NY 10017
(800) 835-8530, (212) 696-0400
FAX: (212) 949-8254

British Virgin Islands Tourist Board
1804 Union Street
San Francisco, CA 94123
(415) 775-0344
FAX: (415) 775-2554
Web Site: <http://bviwelcome.com>

Bulgaria

Bulgarian Tourist Information Center
1170 Broadway Room 611
New York, NY 10017
(212) 252-9277
e-mail: btc2000@earthlink.net
Web site info: www.btc2000.com

Caribbean

Caribbean Tourism Organization
80 Broad St. 32nd Floor
New York, NY 10017
(212) 635-9530
FAX: (212) 635-9511
Web Site: <http://www.doitcaribbean.com>

Cayman Islands

Cayman Islands Tourist Office
6100 Blue Lagoon
Miami, FL 33126
(800) 327-8777
FAX: (305) 267-2931
Web Site: <http://www.caymans.com>

Cayman Islands Tourist Office

3440 Wilshire Blvd. Ste. 1202
Los Angeles, CA 90010
(213) 738-1968
FAX: (213) 738-1829
Web Site: <http://www.caymans.com>

Chile

Chilean National Tourist Board
Sernatur
Avenue Providencia 1550
Santiago, Chile
(800) CHILE 66 (Automated)
Fax: 001-562-251-8469
Web Site: <http://www.segegob.cl/sernatur/inicio.html>

China

China National Tourist Office
350 Fifth Avenue Rm #6413
New York, NY 10018
(212) 760-1710 (Automated), 212-760-8218
FAX: 212-760 8809
www.cnta.com

China National Tourist Office

333 West Broadway #3201
Glendale, CA 91204
(818) 545-7505 (Automated), 818-545-7507
FAX: 818 -545 7506
www.cnta.com

Cook Islands

Cook Islands Tourist Authority
5757 Century Blvd. Suite #660
Los Angeles, CA 90045
(310)641-5621

Costa Rica

Costa Rica National Tourist Board
P. O. Box 12766-1000
San Jose, Costa Rica
(800) 343-6332, (506) 222-1090 or 223-1733, ext. 277
Fax: (506)257-6325-5452
Web Site: <http://www.tourism-costarica.com>

Cuba

Cubatur
Calle 23 #156
Vedado, Habana
Cuba

Curacao

Curacao Tourist Board
7951 SW 6th St., Ste. 216
Plantation, FL 33324
Toll Free: (800) 328-7222
Web Site: <http://www.curacao-tourism.com>

Cyprus

Cyprus Tourism
13 East 40th Street
New York, NY 10016
Tel: (212) 683-5280
Fax: (212) 683-5282
E-mail: gocyprus@aol.com
Web Site: <http://www.cyprustourism.org>

Czech & Slovak Republics

Czech & Slovak Service Center
1511 K Street NW, Suite 1030
Washington, DC 20005
(202) 638-5505
FAX: (202) 638-5308
E-mail: cztc@cztc.demon.co.uk
Web Site: <http://www.czech-slovak-tourist.co.uk/index.html>

Denmark

Scandinavian National Tourist Offices
655 Third Avenue
New York, NY 10017
(212) 885-9700
Web Site: <http://www.goscandinavia.com>

Dominica

Dominica Tourist Office
800 Second Ave
New York, New York 10017
(212) 599-8478
FAX (212) 808-4975
Email: dmaun@undp.org

Dominican Republic

Dominican Republic Tourist Office
2355 Falzedo St. Suite 307
Coral Gables, FLA
(888) 358-9594; (305) 444-4592
FAX: (305) 444-4845

Egypt

Egyptian Tourist Authority
630 Fifth Ave #1706
New York, NY 10111
(212) 332-2570
FAX: (212) 956-6439
Web Site: <http://touregypt.net>

Egyptian Tourist Authority

8383 Wilshire Blvd #215
Beverly Hills, CA 90211
(213) 653-8815
FAX: (213) 653-8961
Web Site: <http://touregypt.net>

England

(See *Great Britain Tourist Authority*)

Europe

European Travel Commission
1 Rockefeller Plaza, Room 214
New York, NY 10020
(212) 218-1200
FAX: (212) 218-1205
E-mail: DNMCO@aol.com
Web Site: <http://www.visiteurope.com>

Fiji

Fiji Visitors Bureau
5777 Century Blvd #220
Los Angeles, CA 90045
(800) 932-3454, (310) 568-1616
FAX: (310) 670-2318
E-mail: infodesk@bulafiji-americas.com
Web Site: <http://www.fijifvb.gov.fj>

Finland

Finnish Tourist Board
655 Third Avenue
New York, NY 10017
(800) 346-4636
(212) 949-2333
FAX: (212) 983-5260
Web Site: <http://www.mek.fi/>

France

French Government Tourist Office
444 Madison Ave
New York, NY 10022
212-838-7800
Email: info@frenchtourism.com
French Government Tourist Information Line
(900) 990-0040 (\$.95/minute)
Web Site: <http://www.francetourism.com/>

French Government Tourist Office

9454 Wilshire Blvd. #715
Los Angeles, CA 90212
(310) 271-2358
Web Site: <http://www.francetourism.com/>

French Government Tourist Office

676 North Michigan Ave. Ste 3360
Chicago, IL 60611-2819
(312) 751-7800
FAX: (312) 337-6339
Web Site: <http://www.francetourism.com/>

French West Indies

(Guadeloupe, St. Barts, St. Martin)
(See French Government Tourist Office)

Germany

German National Tourist Office
122 E 42nd St. 52nd Floor
New York, NY 10168
(212) 661-7200
FAX: (212) 661-7174
E-MAIL: gntony@aol.com
Web site: <http://www.germany-tourism.de/>

Great Britain

(England, Scotland, Wales, Northern Ireland)
British Tourist Authority 551 5th Ave #701
New York, NY 10176
(800) 462-2748, (212) 986-2200
FAX: (212) 986-1188
Email: travelinfo@bta.org.uk
Web Site: <http://www.visitbritain.com/>

Greek National Tourist Office

645 Fifth Ave
New York, NY 10022
(212) 421-5777
FAX: (212) 826-6940

Grenada

Grenada Board of Tourism
800 Second Ave, Suite 400K
New York, NY 10017
(800) 927-9554, (212) 687-9554
FAX: (212) 573-9731
Web Site: <http://www.grenada.org>

Guam

Guam Visitors Bureau - North America
1336-C Park Street
Alameda, CA 94501
phone: 510.865.0366
toll free 1.800.873.4826
fax: 510.865.5165
e-mail: guam@avisoinc.com
Web Site: www.visitguam.org

Guatemala

Guatemalan Tourist Commission
299 Alhambra Circle #510
Miami, FL 33134
(305) 442-0651

Honduras

Honduras Tourist Office
P.O. Box 140458
Coral Gables, FL 33114
(800) 410-9608
FAX: (305)461-0602
E-MAIL: 104202.3433@compuserve.com
Web Site: <http://www.hondurasinfo.hn>

Hong Kong

Hong Kong Tourist Association
590 Fifth Ave
New York, NY 10036
(212) 869-5008
FAX: (212) 730-2605
E-mail: hktanyc@aol.com
Web Site: <http://www.hkta.org>

Hong Kong Tourist Association
10940 Wilshire Blvd #1220
Los Angeles, CA 90024
(310) 208-4582
FAX: (310) 208-1869
E-mail: hktalax@aol.com
Web Site: <http://www.hkta.org>

Hungary

Hungarian Tourist Board
150 East 58th Street
New York, NY 10510-0001
(212) 355-0240
E-mail: info@gotohungary.com
Web Site: <http://www.hungary.com/>

Iceland

Scandinavian National Tourist Offices
655 Third Ave
New York, NY 10017
(212) 885-9700
Web Site: <http://www.goiceland.com>

India

India Tourist Office
30 Rockefeller Plaza, North Mezzanine
New York, NY 10112
1-800-953-9399
FAX: (212) 582-3274
Web Site: <http://www.tourindia.com>

India Tourist Office
3550 Wilshire Blvd #204
Los Angeles, CA 90010
(213) 380-8855
FAX: (213) 380-6111
Web Site: <http://www.tourindia.com>

Indonesia

Indonesia Tourist Promotion Office
3457 Wilshire Blvd #104
Los Angeles, CA 90010
(213) 387-8309, (213) 387-2078
FAX: (213) 380-4876

Ireland

Irish Tourist Board
345 Park Ave
New York, NY 10154
(800) SHAMROCK, (800) 223-6470
(212) 418-0800
FAX: (212) 371-9052
E-mail: Contact through the Web site
Web Site: <http://www.ireland.travel.ie/>

Israel

Israel Government Tourist Info Center
800 Second Avenue
New York, NY 10017
(800) 596-1199, (212) 560-0650
FAX: (212) 499-5645
E-MAIL: hgolan@imot.org
Web Site: <http://www.infotour.co.il>

Israel Government Tourist Office

6380 Wilshire Blvd #1700
Los Angeles, CA 90048
(800) 596-1199, (213) 658-7462
FAX: (213) 658-6543
Web Site: <http://www.infotour.co.il>

Italy

Rockefeller Center
630 Fifth Ave
New York, NY 10111
212-245-4822 5618
FAX: (212) 586-9249
Web Site: <http://www.italiantourism.com>
500 North Michigan Ave
Chicago, IL 60611
(312) 644-0996
FAX: (312) 644-3019

Italian Government Tourist Board

12400 Wilshire Blvd #550
Los Angeles, CA 90025
(310) 820-1898
FAX: (310) 820-6537

Jamaica

Jamaica Tourist Board
3440 Wilshire Blvd, Suite 1207
Los Angeles, CA 90010
(800) 233-4582, (213) 384-1123
FAX: (213) 384-1780
Web Site: <http://www.jamaicatravel.com/jtboffice.html>

Japan

Japan National Tourist Organization
1 Rockefeller Plaza Ste. 1250
New York, NY 10020
(212) 757-5640
FAX: (212) 307-6754
E-mail: jntonyc@interport.net
Web Site: <http://www.jnto.go.jp>

Japan National Tourist Organization
360 Post Street Suite 601
San Francisco, CA 94108
(415) 989-7140
FAX: (415) 398-5461
E-mail: sfjnto@msn.com
Web Site: <http://www.jnto.go.jp>

Kenya

Kenya Consulate & Tourist Office
424 Madison Ave
New York, NY 10017
(212) 486-1300
FAX: (212) 688-0911
Email: kenya2day@aol.com
Web Site: <http://www.embassyofkenya.com>

Kenya Consulate & Tourist Office

9150 Wilshire Blvd #160
Beverly Hills, CA 90212
(310) 274-6635
FAX: (310) 859-7010
Web Site: <http://www.embassyofkenya.com>

Korea

Korea National Tourism Office
1 Executive Drive 7th Floor
Fort Lee, NJ 07024
(201)585-0909
FAX: (201) 585-9041
Web Site: <http://www.knto.or.kr>

Korea National Tourism Corporation

3435 Wilshire Blvd #350
Los Angeles, CA 90010
(213) 382-3435
FAX: (213) 480-0483
Web Site: <http://www.knto.or.kr>

Luxembourg

Luxembourg National Tourist Office
17 Beekman Place
New York, NY 10022
(212) 935-8888
FAX: (212) 935-5896
E-MAIL: luxnto@aol.com
Web Site: http://www.visitluxembourg.com/wlcm_mn.htm

Macau

Macau Tourist Information Bureau
3133 Lake Hollywood Dr
Los Angeles, CA 90078
(213) 851-3402
FAX: (213) 851-3684

Malaysia

Tourism Malaysia
120 East 56th St., Suite 810
New York, NY 10022
(212) 754-1113
(800) KLUMPUR
Fax :(212) 754-1116
E-mail : mtpb@aol.com
Web Site : <http://www.tourismmalaysia.gov.my>
Portal : <http://www.malaysiamydestination.com>

Tourism Malaysia
818 W Seventh St.,
Los Angeles, CA 90017
(213) 689-9702
Fax : (213) 689-1530
E-mail : malaysiainfo@aol.com
Web Site : <http://www.tourismmalaysia.gov.my>
Portal : <http://www.malaysiamydestination.com>

Malta

Malta National Tourist Organization
350 Fifth Avenue Ste. 4412
New York, NY 10118
(212) 695-2233
FAX: (212) 695-8229
E-mail: 104452,2005@compuserve.com
Web Site: <http://www.visitmalta.com/>

Martinique

Martinique Promotion Bureau
A division of the French Government Tourist Office
444 Madison Ave
New York NY 10022
(212) 838-7800
Martinique@NYO.COM
Web Site: <http://www.martinique.org>

Mexico

Mexico Government Tourist Office
405 Park Ave Ste. 1401
New York, NY 10022
(800) 446-3942
Web Site: <http://www.visitmexico.com>

Mexico Government Tourist Office

10100 Santa Monica Blvd #224
Los Angeles, CA 90067
(800) 446-3942
Web Site: <http://www.visitmexico.com>

Monaco

Monaco Government Tourist & Convention Bureau
565 Fifth Ave
New York, NY 10022
(800) 753-9696
E-mail: mgto@monaco1.com
Web Site: <http://www.monaco.mc/usa>

Morocco

Moroccan Tourist Office
20 East 46th St #1201
New York, NY 10017
(212) 557-2520
FAX: (212) 949-8148
Web Site: <http://www.tourism-in-morocco.com/>

Netherlands

NBT New York
355 Lexington Avenue
New York, NY 10017
(212) 557-3500
FAX: (212) 370-9507
Web Site: <http://www.holland.com>
E-mail: info@goholland.com

New Zealand

New Zealand Tourism Board
501 Santa Monica Blvd #300
Santa Monica, CA 90401
(800) 388-5494, (310) 395-7480
FAX: (310) 395-5453
Web Site: <http://www.purenz.com/>

Norway

Norwegian Tourist Board
655 Third Avenue
New York, NY 10017
(212) 885-9700
FAX: (212) 983-5260
Web Site: <http://www.norway.org/>

Panama

IPAT (The Panama Tourist Bureau)
P.O. Box 4421
Zone 5
The Republic of Panama
Telephone: +507 226-7000 or +507 226-3544
Fax: +507 226-3483 or +507 226-6856
Web Site: <http://www.ipat.gob.pa/>

Philippines

Philippine Department of Tourism
447 Sutter St #507
San Francisco, CA 94108
(415) 956-4060
FAX: (415) 956-2093
E-mail: pdotsf@aol.com
Web Site: <http://www.tourism.gov.ph/>

Poland

Polish National Tourist Office
275 Madison Ave #1711
New York, NY 10016
(212) 338-9412
FAX: (212) 338-9283
E-mail: poltrvl@poland.net
Web Site: www.polandtour.org

Portugal

Portuguese National Tourist Office
590 Fifth Ave
New York, NY 10036
(800) PORTUGAL
Web Site: www.portugal-insite.pt

Puerto Rico

Puerto Rican Tourism Company
575 Fifth Ave 23rd Floor
New York, NY 10017
(212) 599-6262
FAX: (212) 818-1866
Web Site: <http://www.prhta.org/>

Puerto Rico Tourism Company

P.O. Box 5268
Miami, FL 33102
(800) 866-STAR ext 17
Web Site: <http://www.prhta.org/>

Puerto Rico Tourism Company

3575 West Cahuenga Blvd, Suite 405
Los Angeles, CA 90068
(800) 874-1230
FAX: (874-7257
Web Site: <http://www.prhta.org/>

Romania

Romanian Tourist Office
14 East 38th Street, 12th Floor
New York, NY 10016
(212) 545-8484
FAX: (212) 251-0429
Email: onto@erols.com

Russia

The Russian National Tourist Office
130 West 42nd St., Suite 412
New York, NY 10022
(212) 758-1162
FAX: (212) 575-3434
Web Site: <http://www.russia-travel.com>

Saba & St. Eustatius

Saba & St. Eustatius Tourist Office
c/o Medhurst & Associates, Inc.
271 Main St
Northport, NY 11768
(800) 722-2394

St. Barts

(See *French Government Tourist Information*)

St. Croix

(See *U.S. Virgin Islands*)

St. John

(See *U.S. Virgin Islands*)

St. Kitts & Nevis

St. Kitts & Nevis Tourism Office
414 E. 75th St, 5th Floor
New York, NY 10021
(800) 582-6208
FAX: (212) 734-6511
E-mail: skbnev@ix.netcom.com
Web Site: <http://www.interknowledge.com/stkitts-nevis>

St. Lucia

St. Lucia Tourist Board
820 Second Ave
New York, NY 10017
(800) 456-3984, (212) 867-2950
FAX: (212) 867-2795
Web Site: <http://www.st-lucia.com/>

St. Marten

Sint Maarten Tourism Office
675 Third Avenue Ste. 1806
New York, NY 10017
(800) 786-2278, (212) 953-2084
FAX: (212) 953-2145
Web Site: <http://www.st-maarten.com>

St. Thomas

(See *U.S. Virgin Islands*)

St. Vincent & The Grenadines

St. Vincent & the Grenadines Tourist Office
801 Second Ave, 21st Floor
New York, NY 10017
(800) 729-1726
FAX: (212) 949-5946
Web Site: <http://www.stvincentandgrenadines.com>

Scandinavia (Iceland, Norway, Sweden, Denmark, Finland)

Scandinavian National Tourist Offices
655 Third Ave
New York, NY 10017
(212) 885-9700
FAX: (212) 983-5260
Web Site: <http://www.goscandinavia.com>

Scotland

(See Great Britain)

Singapore

Singapore Tourist Promotion Board
590 Fifth Ave 12th Floor
New York, NY 10036
(212) 302-4861
FAX: (212) 302-4801
Web Site: www.singapore-usa.com

Singapore Tourist Promotion Board

8484 Wilshire Blvd #510
Beverly Hills, CA 90211
(323) 852-1901
Web Site: www.singapore-usa.com

Saint Maarten

Saint Maarten Tourism Office
675 Third Avenue Ste. 1806
New York, NY 10017
(800) 786-2278, (212) 953-2084
FAX: (212) 953-2145
Web Site: <http://www.st-maarten.com>

Slovenia

Slovenia Tourist Office
345 E. 12th St.
New York, NY 10003
(212) 358-9686
FAX: (212) 358-9025
Email: slotouristboard@sloveniatravel.com
Web site: www.slovenia-tourism.si

Spain

Tourist Office of Spain
666 Fifth Ave 35th Floor
New York, NY 10022
1-888-OKSPAIN
(212) 265-8822
FAX: (212) 265-8864
Web Site <http://www.okspain.org>

Tourist Office of Spain

8383 Wilshire Blvd #960
Beverly Hills, CA 90211
(213) 658-7188
FAX: (213) 658-1061
Web Site <http://www.okspain.org>

Sweden

Scandinavian Tourist Board
655 Third Avenue
New York, NY 10017
(212) 885-9700
FAX: (212) 983-5260
Web Site: <http://www.gosweden.org/>

Switzerland

Switzerland Tourism
608 Fifth Ave
New York, NY 10020
(212) 757-5944
FAX: (212) 262-6116
Web Site: <http://www.switzerlandtourism.ch/>

Switzerland Tourism

150 N Michigan Avenue, Suite 2930
Chicago, IL 60601
(312) 332-9900
FAX: (312) 630-5848
Web Site: <http://www.switzerlandtourism.ch/>

Switzerland Tourism

222 N Sepulveda Blvd #1570
El Segundo, CA 90245
(310) 640-8900
FAX: (310) 335 5982
Web Site: <http://www.switzerlandtourism.ch/>

Syria

Tourist Office of Syria
c/o Syrian Consulate
2215 Wyoming Ave, Northwest DC, 20008
(202) 232-6313
FAX: (202) 265-4585
Web site: www.syriatourism.org

Tahiti

Tahiti Tourist Promotion Board
300 N Continental Blvd #180
El Segundo, CA 90245
(800) 365-4949 (to order brochures only)
(310) 414-8484
FAX: (310) 414-8490
Web Site: <http://www.tahiti-tourisme.com>

Taiwan

Taiwan Visitors Association
405 Lexington Avenue, 37th Floor
New York, NY 10174
(212) 466-0691
FAX: (212) 432-6436
Web Site: <http://www.tbroc.gov.tw>

Taiwan Visitors Association

333 N Michigan Ave
Chicago, IL 60601
(312) 346-1038
FAX: (312) 346-1037
Web Site: <http://www.tbroc.gov.tw>

Taiwan Visitors Association

166 Geary St #1605
San Francisco, CA 94108
(415) 989-8677
FAX: (415) 989-7242
Web Site: <http://www.tbroc.gov.tw>

Thailand

Thailand Tourist Authority
1 World Trade Center Suite 3729
New York, NY 10048
(212) 432-0433
FAX: (212) 912-0920
E-MAIL: tatny@aol.com

Thailand Tourist Authority

3440 Wilshire Blvd #1100
Los Angeles, CA 90010
(213) 461-9814
FAX: (213) 461-9834
E-mail: tatla@ix.netcom.com

Tonga

Tonga Consulate General
360 Post St #604
San Francisco, CA 94108
(415) 781-0365
FAX: (415) 781-3964

Trinidad & Tobago

Trinidad & Tobago Tourism Development Authority
7000 Boulevard East
Guttenberg, NJ 07093
(800) 748-4224
FAX: (201) 869-7628
Web Site: <http://www.visittnt.com/>

Turkey

Turkish Tourism & Information Office
821 United Nations Plaza
New York, NY 10017
(212) 687-2194
E-mail: tourney@soho.ios.com
Web Site: <http://www.turkey.org/turkey>

Turks & Caicos

Turks & Caicos Tourist Board
P. O. Box 128
Grand Turk
Turks & Caicos, BWI
(800) 241-0824
FAX: (809) 946-2733
Web Site: <http://www.turksandcaicostourism.com/>

US Virgin Islands (St. Croix, St. John, St. Thomas)

U.S. Virgin Islands Division of Tourism
1270 Avenue of the Americas #2108
New York, NY 10020
(212) 332-2222
FAX: (212) 332-2223
Web Site: <http://www.usvi.net>

U.S. Virgin Islands Division of Tourism

3460 Wilshire Blvd #412
Los Angeles, CA 90010
(213) 739-0138
FAX: (213) 739-2096
Web Site: <http://www.usvi.net>

Wales
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- Learn “Inside Secrets” to where the high paying jobs are!
 - Learn how to write a resume for success!
 - Find career stability and financial satisfaction!

g.e. Mitchell

Author, Tour Designer & Lecturer

Gerry Mitchell has conducted seminars from the Amazon to the Canadian Arctic. Mitchell’s works are currently in use in the United States, the Middle East, Caribbean Basin, Canada, Latin America, and Russia. Registered with Who’s Who.*Organizations of American States (OAS) *World Bank—*US Commerce Department, *United States Agency International Development (USAid)



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- Learn the Inside secrets from a 30 year travel veteran
- Leave corporate Stress Behind, Be Your Own Boss
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- Turn your Talents into Profits, design exciting “off the beaten path” tours. Travel the globe escorting groups to participate in the Amazon, on African Safaris*Health spas & Yoga Retreats*Scuba diving*Golf Outings*High Adventures and Exotic Cruises.

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Workshop & Seminar Testimonials

*Over 7,000 participants...150,000 hours of training provided
The GEM Group takes your there...we push your vision to the limits!*

"Gerald E. Mitchell is one of the best speakers I have heard. He keeps the class interested and makes learning fun and interesting."

- Dr. Russell Backardt, Western Carolina University

"A dynamic speaker and instructor. Should be used on a continuous basis in our Tourism industry to teach and educate various sectors of the industry on the whole."

- Laurie McConnell, Travel Away Tours

"All I can really say is "thank God" you sponsored this workshop. It is the real program to come along and I know with your caring feeling that there's more to come."

- Justine Clinton, St. Lucia

"This is the first time I have attended a seminar on this topic that has been conducted with so much focus towards achieving real practical objectives."

- Richard Spei, Toronto, Canada

"We wish to express our most sincere appreciation for your tremendous contribution to the Business Management for Women tourism session for the delegates from the former Soviet Union. We are confident that the delegates took home practical information needed to upgrade their tour companies and establish useful future relationships with U.S. companies as a result of the excellent program you provided."

- Liesel Duhon, Director, Sabit United States Dept. Of Commerce, International Trade Administration, Washington, D.C.

"Extremely informative, and educational, and I feel that I learned a great deal to apply and hopefully turn these hours into profits."

- Lester Winston, Trinidad West Indies

"Gerald E. Mitchell is one of the best speakers I have heard. He keeps the class interested and makes learning fun."

- Dr. Joe Manjone, University of Alabama, Huntsville

"The Tour Guide manual made it possible for me to start my own business. I read all your books, made notes that I needed to refer to often, highlighted other topics, and then reread the book. It has become a real workbook for my staff. Thank you for helping me gain financial freedom and be my own boss. "

- Maria Jackson, US Army Recreational Services

"The author, Gerry Mitchell, has provided practical advice, and models to follow. This is the best book I've seen on the subject. "

- Aura J. Carter, Hotel Manager, Barbados, West Indies

Join the GEM Group by Starting your own Tour Guiding Service



**How to Start a Tour Guide Service Service©
The Workshop**

Invest In You!
Invest in Your Personal Growth...

**Attend a 5-day comprehensive training workshop
“How to start a Tour Guide Service”©
With an acclaimed 25 Year Veteran of the Travel Service Business**

Start NOW by turning your talents into profits!

Learn How To:

- Design and plan creative Historical & Heritage Walking Tours
- Evening Dine-Arounds
- Nightclub Tours
- Special Events Coordinator
- Golf Outing
- Fishing Tournaments/Expeditions
- Soft & High Eco-Adventure Tours
- Hosting Film Crews - from Hollywood and abroad
- Indigenous Arts and Crafts Seminars and Participatory Workshops
- Cruise Ship Excursions

What is included in the GEM Institute of Travel-Tourism Global Career Development workshop?

- GEM Training manuals and handouts, sample tours and tariffs**
- 25 hour of instruction by qualified tourism/hospitality professionals**
- The 8 easy steps to establishing a successful Tour Guide Service©**
- The Welcome and Farewell dinner**
- Hotel accommodations**
- Hotel taxes and tips**
- On-site touring with transportation and professional tour guide instructors**
- Your GEM Institute of Travel-tourism Global Career Development certificate**
- Professional guest speakers and trainers representing over 10 opportunities within the**

guiding industry share their knowledge and experiences by offering insider tips and advices on –

“How to Guide” individuals or groups for:

- Historical, Cultural, Walking tours**
- Hiking**
- Sports**
- Fishing**
- Kayaking - Boating**
- Soft Adventure**
- Religious**
- Young Adults**
- Family Tours & Reunions**
- Weddings**
- Cruise Lines - Tour Guide Shore Excursions**
- Gay and Lesbian Tours**

- Acquire skills for Web Site Design & E-Marketing your Tour Guide Services and Tours**

Essential skills you will learn at the GEM Institute of Travel-Tourism Global Career Development workshop –

Step #1- Introduction to Customer Relations

How to handle reservations for individuals and groups

Step #2- Introduction to the Professional Tour Guide Service

How to deal with problems, conducting walking tours, dealing with difficult questions, creating a positive group dynamic, honing your presentation skills, piecing your commentary together, projecting your voice, knowing your topic.

Step #3 - Preparing an extensive business plan for your Tour Guide Company

Step #4 - Researching & Collecting travel data for your tour services

Learn how to select your tour suppliers, hotels, motor coaches etc.

Step #5 - Designing Creative and Profitable Tours

The workshop shows you how to present a summary of your tour services, highlights of trips, and the unique features your Tour Guide Company has to offer.

Step #6 - Designing Tour Brochures

Step #7 - Guidelines for pricing your tours and services for profit!

The price is usually the key decision factor for the client in purchasing your tours. You will learn how to motivate the target market and leave enough margin to make a profit.

Step #8 - Developing sustainable Marketing Strategies

Learn” Niche” marketing - how to target your tours to a demographic characteristic – segmenting prospects by income and geographic location. Retired? Yuppie? Single? Adventure/Thrill seeker?

Why Charleston, South Carolina?

Charleston has been Ranked the #5th Top City in America to Visit and Tour!

The Good Word About Charleston

“Charleston is still an uncrowded city of human scale, where church steeples remain the highest points. As Emily Whaley says of her garden, “this is a place to let your soul catch up with you.” - **Condé Nast Traveler**

“The sound of horse drawn carriages. Mansions dressed up and looking almost bejeweled with their wrought iron terraces and gates. Secret alleys lit by flickering lamps. Charleston may well be the most romantic of cities.”
- **National Geographic**

“In my opinion there is nowhere in America which expresses the European appeal as much as Charleston, South Carolina. From the English to the Spanish influence it gives the city the most unique feeling in America.” - **Spa Management** (Britain)

Awards and Honors

Ranked the number one safest and culturally most fascinating cities in the US
- **TravelSmart**

One of the World's Best Unspoiled Destinations
- **National Geographic Traveler**

America's most mannerly city for 10th consecutive year
- **Etiquette expert Marjabelle Young Stewart**

8th Top City of the United States & Canada
- **Travel+Leisure**

A Top 10 Art Destination in the USA
- **American Style Magazine**

Center for Women's Travel - Tourism

Since 1976 The GEM Group has provided training for women around the globe in how to start their own business within the Travel & Tourism industry.

Women's Groups: UAW, Women's Association-Surnime, Amazon- Inuit Women Tour Guide/Destination Managers, Canadian Artic (NWT,) -Desk & Derrick,-Activities Coordinator's for the National Parks and Recreation,-US Military- Moral Welfare and Recreation (MWR), Caribbean Basin, Association of Business Owners (Hospitality & Tourism),- her Majesty Queen Noor of Jordan ,National Parks Society Program

Women's Role in the Tourism Industry. Examples of women and women's groups starting their own income generating businesses are plentiful. Increasingly appealing to women, these businesses help to create financial independence for local women and challenge them to develop the necessary skills and support opportunities to increase their education. Research has shown that financial independence and good education lead to improved self-esteem of women and more equitable relationships in families and communities.

Both Women's Rights: The United Nations Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW, 1979), and the Universal Declaration of Human Rights (1948) form the basis of addressing human rights and women's rights issues in the tourism industries. Case studies show that women can find a voice and independence through getting involved in tourism activities by becoming part of decision-making processes and carving out new roles in their families, in their homes and communities, and within local power structures. Source: www.theearthsummit.org 2004

"I would highly recommend the GEM Tour Manuals. The author, Mr. Mitchell, makes sharp analysis of what it takes to bring tour components together for a finished product, a quality tour package. This wonderfully insightful, to-the-point manual will be of great help to travel professionals."

- **Michael Pinchbeck, B.Ed., Executive Director, Bahamas Hotel Training College**

Registration form for the G E M Tour Guide Workshops
You're Personal Data: [www .tour-guiding.com](http://www.tour-guiding.com)

Limited to 20 participants!

Registration Fee: \$975.00 (based on double occupancy)

Single rate provided upon request

Payment Schedule: \$200.00 initial deposit- Final payment: \$775.00 due 45 days prior to arrival

Payment payable to: The GEM Group

Email address: gerry@tourguidng.com

Payment by Visa-MasterCard or personal check- Pay Pal

Workshop dates: check www.tour-guiding.com for scheduled seminars

Guaranteed Results!

All of the GEM Group Workshops and Seminars are 100% SATISFACTION GUARANTEED Thirty Days full refund upon receipt of any GEM manual or Workshop.

Tax Credits: The Federal government offers tax credits "up to 20% of your first \$5000 in expenses for tuition and other fees." This can reduce your GEM fees by as much as \$195.00. These are referred to as "Lifetime Learning Credits." For more information



Gerald E. Mitchell, president of the GEM Group, Ltd. brings his expertise as an educator, tour operator, author, and lecturer, providing an insider's view of the travel industry. He has traveled worldwide promoting tourism in emerging countries and demonstrates a special talent for showing experienced and first-time tourists alike the beauty of the natural and cultural heritage of the destinations they visit.

Gerald's breadth of experience in developing tour programs provides a travel experience to destinations throughout the world that few can equal. He is renowned as a lecturer for both government and private industries, bringing to his audiences a depth of knowledge about the customs and indigenous populations of countries around the world that enlightens and entertains.

As an educator, Gerald Mitchell has served as adjunct professor at four U.S. universities and lectured on sustainable travel-tourism development for the Organization of American States, Canada, Russia, the Bahamas, and at the nation's military academies at West Point and Annapolis. He has served as a special advisor to the U. S. Naval Command, the U.S. Department of Commerce, and the U.S. Agency for International Development. In this last capacity, Gerald worked with the kingdom of Jordan to develop certification standards for the nation's Royal Society of Conservation, funded by Queen Noor of Jordan.

Gerald Mitchell formed the GEM Group over two decades ago to provide a quality experience for tourists to international destinations, including those in Europe, Asia, South America, Canada, and the Arctic, where he trained the Inuit tribes to conduct tours for whale watching expeditions, and along historic Native American trails. He is as much at home conducting tours in remote corners of the world as he is on the lecture podium providing training and insight into the adventure of travel for all audiences.

Mitchell is the author of a number of books on tourism and careers for those in the travel industry, including the recently published *Global Travel Tourism Career Opportunities*. This is a "must read" fundamental text book for anyone considering tourism as a career. His book *Travel the World Free as an International Tour Director* has just been released in its fourth edition and provides all the fundamentals of the requirements for entering the travel industry on the international scene. Both books are now available at <http://www.tour-guiding.com>. Gerald Mitchell's talent and experience in the tourism industry have made him an international leader in the profession. His greatest joy over the years has been to show others the joys of travel and bring about greater understanding among the peoples of different cultures. He is truly a citizen of the world.

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