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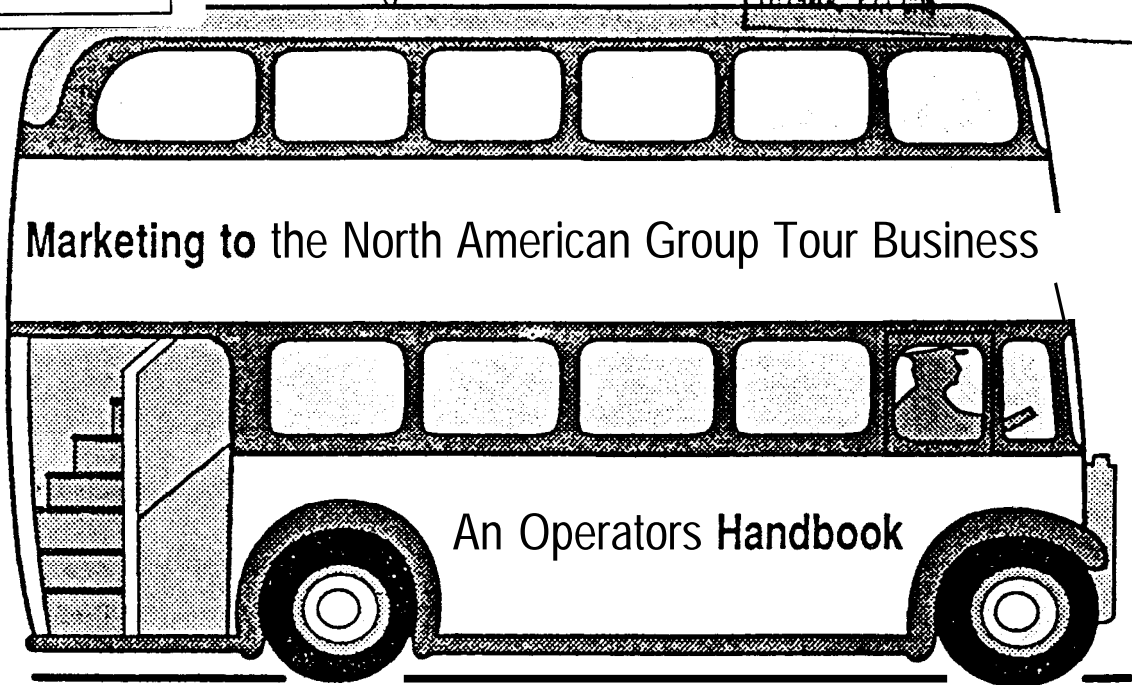
**Marketing The North American Group Tour
Business**

**Author: Canada - Ministry Of Tourism And
Provincial Secretary**

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Kelly FY-1.



Prepared for

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by

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Inspiration **for this** handbook came in part from the **report**, *Partners in Profit: An Introduction to Group Travel Marketing* published by **the** National Tour Association. **Canadian** suppliers wishing to pursue **this** topic in more depth are encouraged to obtain a copy. Some of the material used in this publication was also derived from seminar leader, Ed **Camara** of **Camara** Tours, who can be contacted at 340 Hathaway **Road**, New Bedford, MA 02746.

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1. Introduction

Group travel represents one of the fastest growing segments of the **North American** travel industry. It **is** a market made up of groups **generally** ranging from 25 to 50 persons who are traveling a **specific itinerary which** has been packaged and promoted by a tour operator. These itineraries can last from one day to more than two weeks, depending on the scope and price of the tour. Except **in major metropolitan** areas and **resort locations**, most tours **will** remain in each location only one night.

The advantage of **trying to gain** a larger share of **this** market is obvious: one successful sales call **with a** tour operator can potentially deliver **forty consumers** at least once if not **several** times a year. But there are downsides and group travel is not for everybody.

You may lack the **capacity**, the **staffing** or the special facilities necessary to **service** this market properly. Your **property—be** it a restaurant, lodging facility or attraction, may not be located **sufficiently close** to the routes **preferred** by tour companies. Since the tour business **is** based on high volumes and low profit margins, operators simply cannot afford to take risks with new product lines in out of the way places unless there **is** a proven **market**. -

Even if you have the **capacity—** i.e. an ability to feed or seine at least **fifty** people at one sitting or accommodate **fifty** people often **wanting** single rooms in the same **lodging** property—you **still** have to consider whether this market segment is compatible with your **overall** marketing objectives. You **will** never succeed if you perceive group travel merely as a convenient source of pick-up business **in** slack periods. You must give the same high level of personal **service** to members of a group as you would to independent travelers who made their own reservations and pay rack rates. Bad impressions travel especially fast by “word of mouth in a **busload** of travel **weary** passengers.

The group travel market can be a lucrative source of business for **those** British Columbia **suppliers** who have developed their products to meet the special needs and interests of the tour operator and who have ‘done their homework before **launching** aggressive marketing strategies. This handbook is designed to help you better understand **the** dynamic market for group travel into British Columbia and to provide some practical ups on how to increase your share.

The North American Market for Group Tours

Group travel is one part of the burgeoning package travel business. In 1983, Americans took 62 million mps that were packaged in some way. Since this total represents merely 6% of the entire U.S. travel market, there is obviously plenty of room for expansion. The growth in the U.S. package tour business has been strongest in outbound, foreign markets and Canada has benefited. Package tours now account for nearly one-third of all U.S. trips to foreign destinations. Exhibit 1 shows the rapid recovery of package tours after the recession.

In 1987, the National Tour Association (NTA) conducted a comprehensive analysis of the impact of motorcoach tours in North America. A survey of over 500 professional full-time motorcoach tour operators showed that in 1987 this industry produced nearly \$7 billion indirect expenditures for a total economic impact of US\$11.6 billion. British Columbia's share of this US\$7 billion in revenue is estimated to be US\$460 million, equivalent to 6.40% of the total.

Approximately 47 million passengers participate in a group tour involving a motorcoach every year and these travelers spend over 83 million days away from home. As shown in Table 1, 77% of the tours were day-trips. The total number of person-nights spent in commercial accommodation was just over 36 million.

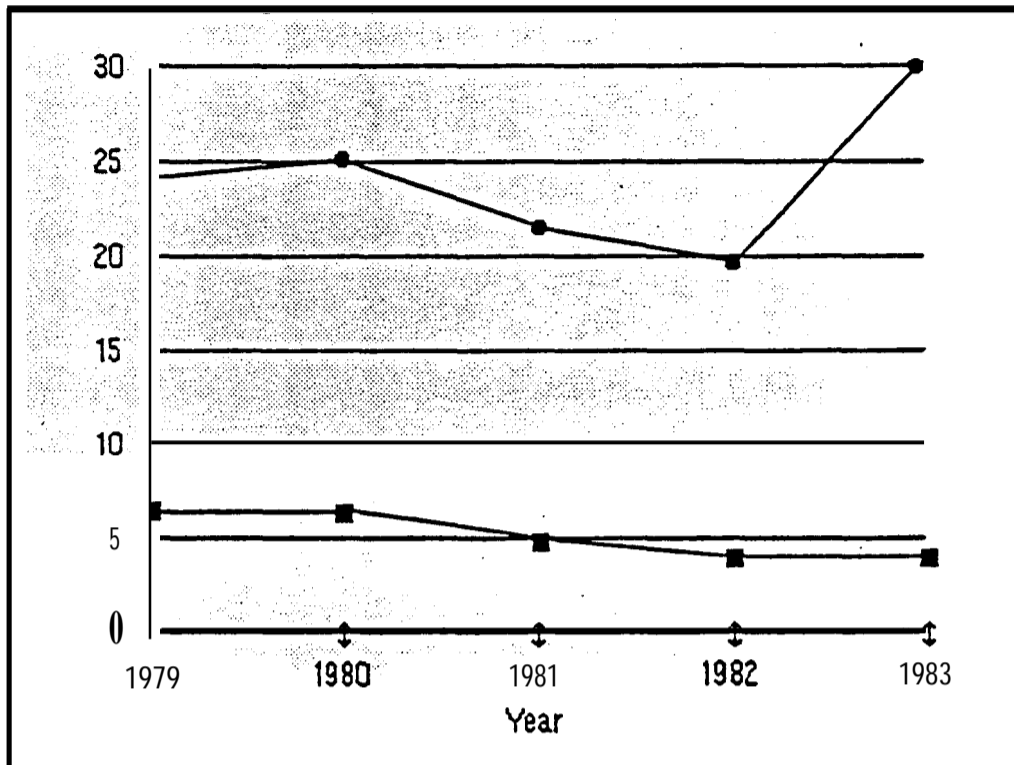
Not only is this sector large, it is growing at an impressive rate. According to NTA figures, the motorcoach tour business catered to 27% more passengers in 1987 than in 1984- an average annual increase of 9%. Exhibit 2 shows where the money spent on tours involving overnight stays is allocated. The lodging sector captures 16%, the transportation sector receives 20%. Nearly one out of every three dollars goes to incidental expenditures such as souvenirs, meals, drinks, and items not included in the tour price.

Table 1
The Economic Impact of
Motorcoach Tours in North America "

Length of Tour	No. of Trips	Total Passengers	Passenger-Days	Passenger Nights
One-Day Tours	915,728	36.6 million	36.6 million	0
Multiple-Day Tours	279,403	10.5 million	47.3 million	36.8 million
Total	1,195,131	47.1 million	83.8 million	36.8 million

source: *Economic Impact Analysis of the Motorcoach Tours Going to British Columbia*, The National Tour Association, 1987

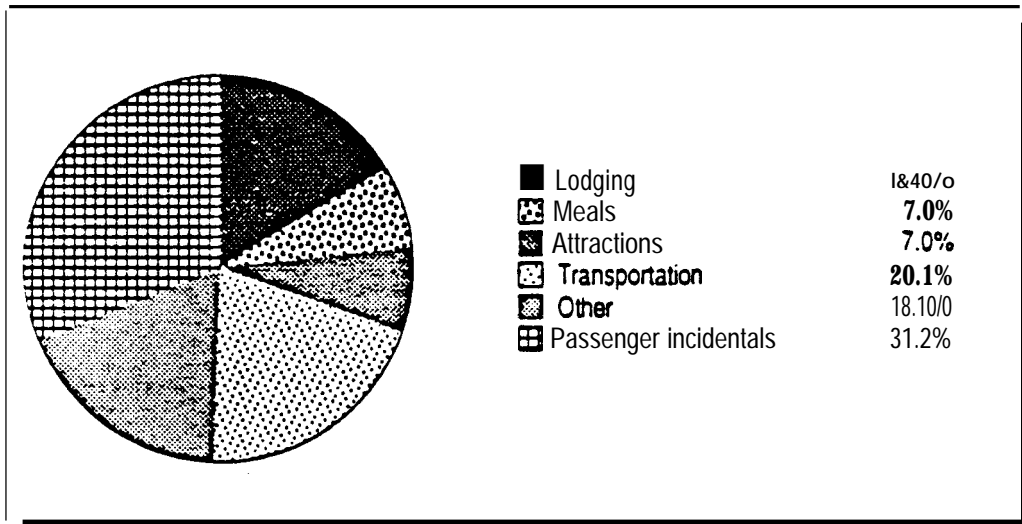
Exhibit 1
Package Tour Share of Domestic
and Foreign Trips, 1979-83



Source: U.S. Market for Package Tours: Special Studies in Travel Economics and Marketing, U.S. Travel Data Centre, 1983

Exhibit 2

Where the Tour Dollar Goes in British Columbia



Source: *Economic Impact Analysis of Motorcoach Tours Going to British Columbia*, The National Tour Association, 1987

Table 2
The Size of the North American
Group Tour Market to British Columbia

	1985 \$	1986 \$	1987 \$ (forecast)
Trips	27,603	25,684	28,252
Passengers	1.1 million	.98 million	1.1 million
Passenger-Day	4.35 million	3.74 million	4.1 million
Passenger-Nights	3.1 million	2.5 million	2.9 million
Revenue	502.6 million	437.8 million	504 million
Economic Impact	804.3 million	700.5 million	807 million

Sources: 1986 and 1987 *Economic Impact Analysis of Motorcoach Tours Going to British Columbia*, The National Tour Association, 1987 and consultant's forecasts for 1988 which are based on annual increase of 10%^A

The Group Tour Market into British Columbia

The Group Tour market into British Columbia has two components: scheduled (tour) and non-scheduled (**charter**). The latter are *custom* designed for special interest groups and include a wide variety of tours that range from a local day trip to multiple day excursions. Statistics regarding the relative **importance** of scheduled and non-scheduled tours vary considerably from one study to another. We have reason to believe that non-scheduled tours to B.C. outnumber scheduled tours by a **ratio** of 3 to 1.

While **this** handbook focuses exclusively on **the** market for scheduled tours as assembled and marketed by operators and wholesalers, you should not overlook the **potential** for catering to the non-scheduled market. This business is much harder to find because it is spread over such a large number of **organizations**, associations and clubs, etc. By **focussing** on some "vertical segments" such as senior citizens homes, retirement condominium complexes or gardening clubs, and with some innovative packaging you could fill more rooms, **serve** more meals or hear more clicks at the **turnstile** next year. Contacting and developing relationships with bus companies actively pursuing the charter market out of Edmonton, Calgary, Seattle, Spokane, Portland, and Vancouver or Victoria is recommended as a positive first step.

According to data supplied by the **National** Tour Association, British Columbia hosted nearly a million bustourpassengers **ofwhich** two-thirds spent at least one **night** in the province. Table 2 shows the relative size and impact of the motor coach market into British Columbia for 1986 and 1987 and presents forecasts for 1989 based on an anticipated annual growth rate of 10%.

British Columbia's popularity as a tour destination is already established. **According** to Ed **Camara** and **Associates**, a noted **American** Travel Industry Consultant, Vancouver was ranked as the **5th** most **popular** group tour destination in **North** America in 1986, up from 15th place in 1985. While a decline in this ranking post **Expo** '86, it **is** clear that even without a World's **Fair**, Vancouver and British Columbia are popular destinations with tour operators.

The Outlook for the Future

The potential for strong growth in the group travel market to British Columbia is good for a variety of reasons:

1. The aging of the population **As** the **proportion** of the population aged fifty and over increases so will the demand for group travel, **This** segment is healthier, better educated and more **affluent** than ever before and has both the **time** and the inclination to travel.
2. Group travel is often favoured by **first-time** visitors to a **destination**. Thanks to the exposure **gained** by the 1986 World's Exposition, **British Columbia** is a relatively 'hot' destination for many group travel purchasers- particularly on the densely populated East Coast of North America.
3. Consumers of travel are showing an ever-increasing **sensitivity** to the issue of price and value. The bulk purchasing powers of large tour operators enable group travelers to experience a destination for considerably less cost than an independent **traveller**. **This is** especially true for some of our "long haul" consumers located on the East Coast where aggressive tour operators can take full advantage of the **effects** of airline deregulation.
4. In 1982, the American bus business was deregulated and since then there has been a proliferation of new **companies—tiny** but very aggressive. As a consequence, there has been a tremendous downward pressure on prices for charters and tours. Most of these new companies are **exclusively** and aggressively in the charter and tour business. They need to fill their buses and are constantly on the lookout for new destinations, new themes and itineraries that have consumer appeal. **The** majority have little detailed knowledge of British Columbia.

Other trends that should be noted include the increase in **intermodal** travel, the increase in **customized** tours and interest groups, and the increase in demand for 'spike and hub' **type itineraries**. Deregulation combined **with** consumer resistance to long busjourneys has encouraged many tour operators to plan **itineraries** that **involve** longerstays at one **central location (the hub)** and **arrange** interesting day **excursions** out and back from **that hub (the spikes)**. **The** impact on the lodging properties and communities that successfully capture this business can be significant.

2 The MarketPlace: Suppliers meet Buyers

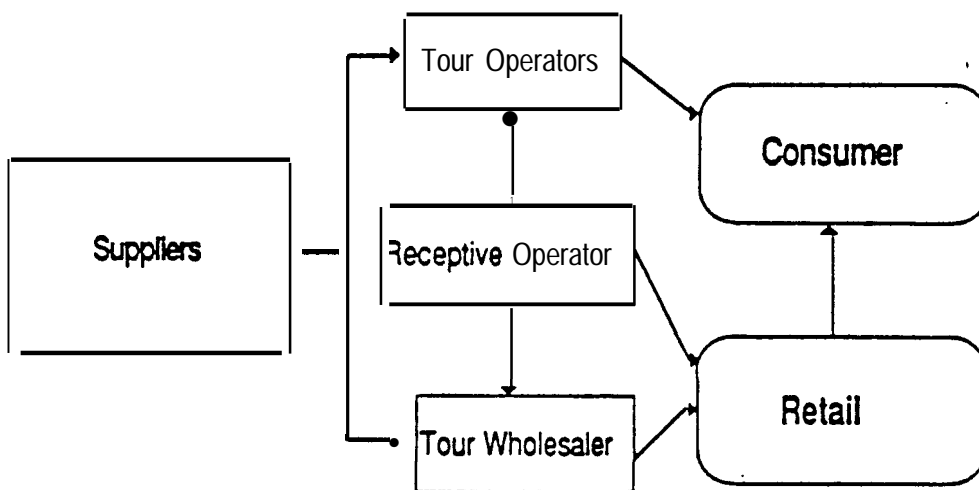
The process of supplying, packaging and merchandising travel products to group travelers is complex. Exhibit 3 is an attempt to illustrate the relationship of each of the players in the group travel marketplace.

The Players and Their Roles

1. **Supplier-** an owner/operator of a tourism product (**service**) saleable to the group tour market (e.g. hotel/motel, attraction, transportation companies or restaurants, etc.)
2. **Receptive Operator-** an area or destination 'expert' who promotes and sells an area's tourism products to tour operators and wholesalers: buys at discounted rates, referred to as **the** 'net price-', and sells at a mark-up.
3. **Tour Wholesaler-** one who buys **tourism** products either **directly** from the supplier or from a receptive operator, and in turn promotes and sells to retail outlets often under a **different** name. The wholesaler buys at a discounted rate, referred to as the net price, then marks up for sale to retailers.
4. **Tour Operator-** one who operates or conducts tours: may buy and sell through various combinations of players. The larger tour operators may buy directly from suppliers and sell directly to the **traveller** through an **in-**house retail outlet. Tour operators usually market their tours under a brand name.
5. **Retail Travel Agents-** provide the main distribution channels to the consumer. **The retail** travel agent typically relies on brochures **and catalogues** provided by the tour wholesaler or tour operator to **merchandise** group travel products. **The** agent exploits a variety of commissions, net prices, incentives, overrides and bonus arrangements to achieve their profit. There is **little** destination loyalty among agents.

This manual focuses on the relationship between you the supplier and the wholesale purchaser who could be any one or all three of the **following**: the receptive operator, the tour wholesaler or **the** tour operator. It is important to remember to whom you are **selling**. You must keep their needs in mind when promoting your product. While bearing **in** mind that the final consumer **is** an individual **travelling** in a group, you should concentrate on **satisfying the** wholesale intermediaries who **will** be packaging and promoting your product to those consumers.

Exhibit 3
The MarketPlace:
Buyers Meet Sellers



These players promote and sell their **tourism** products (that is, the products they purchase **from** the **suppliers**) to a **retail** outlet **after** they have marked up their cost anywhere from 15 to 35%, depending on the margin needed to cover their own promotional costs, other expenses, and profits. **They** can **justify** their request for discounted rates by the volume of business which they will provide to the **supplier**. Through proper **bargaining** you can persuade tour operators to purchase rooms or tickets during your shoulder season. Most deals are negotiable.

The operators and wholesalers have a **strong** influence on **the** travel **decisions** made by the group **traveller** and, as such, have the potential to direct group business your way. They **know** the markets they **serve** and the most **effective** methods of **getting** the business.

Receptive operators, who are located in the area or destination being sold, can save you the cost of **establishing** a sales force to reach all your geographical target markets. For a listing of some receptive operators working in British Columbia, refer to Appendix A

You could, of course, also **try** to sell directly to the retail outlets or the group **travellers** themselves. But if you do, remember you then become a competitor of the tour operators. The real potential in group travel lies with tapping into the operator/wholesaler market. Not only do these companies know the group travel market better than you do but by handling multiple "product lines" they can afford a **significantly greater** investment in **destination-related marketing**.

Discounts, Commissions and Pricing

If you are serious about developing the group tour business you will need to establish a strong working relationship with your wholesale partners that is based on a mutual respect and understanding of each other's needs. Tour operators need to be guaranteed a sufficient and consistent supply of quality products at a price which covers their costs and profit. Remember that group travelers expect to be able to purchase a group tour at a lower price than that paid by independent travelers. You, on the other hand, want to maximize your revenue per unit sold.

It boils down to a question of balance. Decide how much group business you want to obtain and then **negotiate** consistent and fair prices with the tour operator. Should you choose to **discount** your prices to independent **travellers**, pass on proportionate discounts to your group **travel** partners. **If you** do not, the wholesalers and operators may find they are left "high and **dry**" with overpriced goods in their shelves.

The **question** of when to request deposits, when or when not to refund deposits and other issues relating to payment are discussed in Chapter 7.

3. The Marketing Cycle

You may have noticed when you picked up this handbook that it is not titled **selling** to the North American tour business, but marketing. The difference is important.

*Marketing is a way of **thinking—a frame of mind. It is, if you like, a business philosophy. If you adopt a marketing orientation it means that whenever you think about your business, you do so from your customer's point of view. It means accepting the idea that the purpose of your business is to serve the wants and needs of your customer, and to meet or exceed their expectations.***

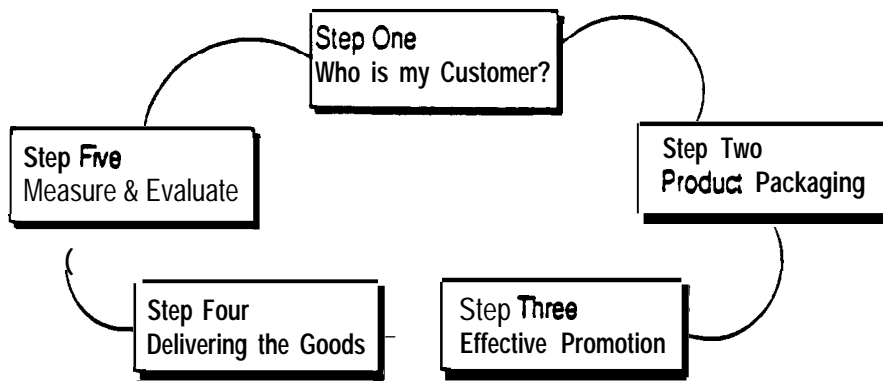
Marketing Management. A Program In Canada's Tourism Industry. MacLean Hunter and Tourism Canada. 1986.

Marketing is not so much an activity as a process or a never ending cycle. You do not start and finish: it is on-going and to be effective requires an **ability** to realistically evaluate effectiveness, to adjust to change, to **re-allocate** resources, revise objectives and **re-think** tactics.

While it is not the purpose of this handbook to be a text on the "how to's" of travel **marketing in general**, we have tried to provide specific Ups on marketing to the tour industry. **The** best way of doing that is to present concepts and tips **within** the context of the marketing cycle as illustrated in Exhibit 4.

Step 1 involves answering the fundamental questions- who are **my** customers and what are their needs? The **market** comprises both tour operators located at or close to the source of their clientele and tour operators located at the **destination**. The latter are referred to as receptive or inbound operators. **The** tour operator can be further **categorized** according to their length of stay in British Columbia, preferred routes and destinations, their clientele (deluxe or economy: seniors or mixed adults), the type or orientation of their tour, **Tourism** British Columbia has compiled a dossier on 200 of the key tour operators bringing group business into this province. Once you have determined what market you wish to penetrate, the **Ministry's** Trade Sales Section can **provide** details about those operators most likely to produce for you. The next chapter in this handbook, titled "What Are Tour Operators Looking For?" provides some **general** insight into the needs of this market group.

Exhibit 4
The Marketing Cycle



Step 2 in the marketing cycle involves the task of positioning, packaging and pricing your product to ensure it matches the demands of the market segment you have chosen to concentrate on and can be delivered at a price they are **willing** to pay.

Step 3 Is the stage when sales and promotional activities take place. There are numerous promotional techniques that can be used. **Exhibit 5** lists those techniques that are most **effective** when **trying** to do business with tour operators. **The** chapter **entitled** Effective Promotion provides an **overview** of some of the major ‘do’s’ and **“don’ts”** associated with these methods.

Step 4 occurs when a sale **is** closed, a deal is made and the travelers **arrive** at your door. The chapter entitled Delivering the Goods provides key points to consider when **servicing** the group **tour**. Remember the most **effective** way to a sell group tour for tomorrow is to ensure the one you have on your property today **is** a smashing success!

Step 5 involves measurement and evaluation. Did **you meet** or **exceed** your targets? Which promotional method produced the best results? Did your guests have a **satisfactory** experience? What criteria have you established to indicate success or lack of it? These questions will be addressed in the chapter titled **Taking Score**.

4. Who is my Customer? Step One:

If marketing means **satisfying** the wants and needs of your customers, it obviously pays to find out who those customers are and what they are looking for. In the case of the group travel market, there are two sets of customers- the tour operator and the group **traveller**. Your primary market is the tour operator whose market is the group **traveller**. As a **supplier** of a tourism-related service or product, your task is to **satisfy** the tour operator by being sensitive to and aware of the needs of **his** passengers.

What Are Tour Operators Looking For?

The design of a successful tour is a challenging task **requiring** careful research of the interests of an operator's clientele and the mix of attractions and **services** available at any given destination. Several basic questions have to be answered **first**. What should the destination be? A **trip** through British Columbia to the Rockies: a more in-depth exploration of a sub-region **within** the province: or a 'spike and hub' **type itinerary**? The choice of **destination** and route **is** often related to the location of the operator. Tour operators based on the Eastern Seaboard of the **U.S.A.** are more **likely** to include the well established destinations of Vancouver, Victoria, Jasper and **Banff** and to **include British** Columbia as **part** of a longer exploration of the **Rockies** and the **Pacific** Northwest. The tour will most likely be sold to first time visitors to the region who will not want to miss the famous landmarks associated with it. Tour operators located closer to home, however, are more likely to be persuaded **to provide** something new and **different** for their repeat customers such as a winery excursion through the **Okanagan**, a whale watching tour to the west coast, or the historic sites of **the Cariboo**.

A second basic question concerns price and positioning-is it an **● economy** or "deluxe **tour**? Should **all** meals be included in the **price** or are the customers more **likely** to prefer to choose their own dining establishments?

When planning a new itinerary, tour operators will normally start with what the trade refers to as **either** a DMO (**Destination Marketing Organization**) or PSO (**Public Sector Organizations**) **which, in British** Columbia, take the form of the **Ministry** of Tourism and Provincial Secretary and the nine **regional** tourism associations, **local** Chambers of Commerce or visitor bureaus, such as Tourism Vancouver and Tourism Victoria. Since no single supplier **can provide** all the services needed by an operator, it is important that suppliers become actively involved in their DMO and have a good working knowledge of **the** attractions and services available in their area.

General Needs of the Tour Operator

Below is a list of the basic requirements of a tour operator when looking at any service or facility.

Location- tour operators generally want **services** and **facilities** that are convenient to the main route of the tour so before approaching an operator 'do your homework-. Find out what **existing itineraries** are being used. if you are an attraction located outside a major **centre**. maybe you can join forces with several complementary attractions to justify a day's **excursion from the centre**. If you are located **midway between** two stopovers perhaps you can attract the **lunch** business or a coffee **break**.

Staging Area-tour operators need a staging area for their **motorcoach** to load and unload passengers. **This** entrance should be as close to the entrance of the facility as possible. Since many of the group tour clientele are seniors. check for **safety-** potholes **in** the driveway or unmarked steps can be a dangerous and unwanted hazard.

Cleanliness- the **ability of management to perform is often first** evidenced in the cleanliness of a **facility**. Particular care and attention should be given to public areas and restrooms. This point cannot be **overemphasized**.

Price- a tour **operator** has to sell a product at a price that is **equal** to or less than the cost which **the public would** pay on **its own**. Remember that tour **operators incur** costs packaging and promoting their tour products. **They must** not only recover a mark-up to cover costs and profits but **allow** for the cost of **retail agents commissions**. Remember too that the average **marketing cost** perunit of a sale to a **satisfied** tour operators substantially less than the unit cost of a sale to one independent **traveller**.

Servicing Area, Parking and Maintenance- the driver of a **motorcoach** needs to take care of **his** vehicle. Provide adequate. accessible and secure parking areas. Provide directions to maintenance **facilities** and places where the driver can **service** the **restroom**.

Attitude- a group tour is comprised of 25 or more individuals who want to be recognized as such The worst possible approach **is** somehow to convey that bus tour passengers are in anyway less special and **important** than your **individual** customers, Bad impressions travel like wild fire within **the** confines of a bus and **especially fast** among drivers and escorts. An accommodating, sensitive and sincerely hospitable attitude **will** go a long way toward making your business attractive to the operator.

Attractions

"A group tour is not a bus ride and a hotel room: the attractions are what make it exciting and interesting."

American Tours, Minneapolis.

Since tour planners are **looking** for an **interesting** and complementary **mix** of attractions to include in their itineraries, place your specific facility in the broader context of other things to see and do. Attractions range from theme parks, **botanical** gardens, historic sites, rides, shopping **centres**, museums, and wineries, to local festivals, playhouses and special events.

Attractions do not necessarily have to be large to become part of a tour. If a minor attraction has ample *restrooms*, a place for a snack and **is** not too far off the beaten **track**, then it might fit **perfectly** into an **itinerary**.

According to several experienced tour operators, the following items are important considerations when selecting an attraction for their **tour**:

Rates- attractions should offer net group rates which reflect seasonal fluctuations as well as the impact of bulk purchases. If the tour operator caters exclusively to seniors, special seniors rates should be considered. *Admission* for driver and escort should be **complimentary**.

Advance Group **Ticketing**—**there is** nothing worse than keeping a bus load of travel **weary** passengers waiting while the tour escort queues to get admission vouchers for 50 people. Offer advance group ticketing and a **special** entrance for group tours to facilitate and speed entry.

Restroom and Refreshment Facilities-make sure there are adequate restroom facilities, rest areas provided throughout the attraction and adequate eating establishments at or near the **property**.

Parking and Staging-ample **motorcoach parking** and the ability to load and unload at the front entrance **is** a must.

Accessibility to the Attraction-providing simple and complete tour directions will enable tour operators to make the **necessary** plans to visit your attraction. Attractions which are easily accessible to the main tour route will be easier to incorporate into a tour **itinerary**.

Directions on Site- **provide** maps at larger attractions so **the** escort can brief travelers on where to find restrooms, shops, restaurants and other highlights. Most group travelers are constrained by time. Do everything to ensure your visitors see **everything** they want but do not pressure **visitors** to do more than time permits.

Visit **Time** Required-attraction operators should **communicate** to tour operators how much time is necessary for their clientele to have a **satisfactory** experience. Be prepared to offer a condensed program if **necessary**.

Guide **Service**— most group travelers want to learn and guides can often give a **behind-the-scenes** look that adds to visitors' sense of **enjoyment** and gives them a sense of being special.

Entertainment, Education and Fun-tourists are not as content as they used to be to just sit back and soak up the **entertainment**; they want to go away with a **feeling** they have experienced something special, **something different** done just for them to make their visit memorable.

Lodging

Over 20% of all revenue generated by the group tour business **is** captured by the lodging sector. Despite the **importance of attractions** in generating a trip, many **travellers** evaluate their whole tour experience on the quality of their overnight accommodation. While the number and **quality** of amenities required **will** vary according to the clientele, **all** tours **should** provide clean and comfortable rooms and excellent levels of **service**. Complaints from more than one member of a group tour could, after **all**, lose you a **minimum** of 20-25 room nights in the future. The **National Tour Association** in its comprehensive publication **Partners in Profit: An Introduction to Group Travel Marketing**, lists the following considerations that **accommodation** operators should **remember when marketing** to and **servicing** the group **travel market**.

Group **Rates**—**group** tours represent volume business. Group rates should reflect both occupancy at the time of the tour and the annual impact of the tour operator. Many tour operators negotiate annual group rates with hotel **properties**.

Location-tour operators select hotels which are convenient to **local historical** sites, shopping areas, etc. These areas offer group members the freedom to explore on their own.

Attractiveness-hotel accommodations should be clean, **well main-”**
tained and appealing to the eye.

Friendly **Staff**—**tour** operators look for overnight accommodations that have a **friendly**, tour-oriented **staff**. A group **traveller** should receive the same **service** as any other **patron**.

Amenities- many of the added extras such as special bath soaps, plush **towels**, welcome packages, etc., **will** put that finishing touch on **an overnight** Visit, making **the accommodations** memorable. For example, while the tour **is** checking in downstairs, **deliver fresh** ice to **all** the rooms.

Double-Doubles-group travelers usually **travel in** pairs. Therefore, operators generally select hotels which offer rooms with two beds.

Welcome **Service**—group travellers generally arrive at a hotel ready to rest up after a big day. Immediately upon arrival, have the manager get on the bus and give a brief but sincere few words of welcome. A hospitality reception **is greatly** appreciated but keep it brief.

Evening Entertainment—after a long **day's** touring travelers will prefer to stay put in the hotel. Be prepared to arrange some simple form of entertainment for the tour— It could be as elaborate as a local entertainer or as **simple** as a slide show of local history and attractions or a fashion show from local retailers depending on the clientele.

Focus on the Individual—it **takes very little effort** to find out from the tour operator whether a guest has a birthday or **anniversary** that can be celebrated in some modest way. The sense of concern expressed to the individual can be witnessed by the group and create a **lasting** and positive impression. Forty plus group travelers are, after all, forty sales ambassadors for your property.

Restaurants

*About 25% of the tour patron's waking hours are spent at a **meal function** of one kind or another. People love to talk about **food**, including the quality of the **food**, the service and the facilities. It is most important that restaurants remember that the success of a group tour's experience in a restaurant is the result of **all** three points **combined**.*

from Partners in Profit. National Tour Association.

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. Group menus should be discounted and complimentary meals provided for tour escorts and drivers.

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. Operators look for restaurants **which can** serve the entire tour group in 60 to 90 minutes.

Tip or Gratuity—many tour operators prefer restaurants to include the gratuity on the bill. Whatever **arrangement** is made should be agreeable to both parties and should never be in doubt.

Attractiveness-tour operators often select restaurants which offer individual character, Restaurants which have a special ambience and reflect the area make the tour destination more memorable.

Motorcoach Companies

Many tour operators own and operate their own motor coaches. However, the majority use charter services and the company selected is an important decision. Dependability, price, and service are the most important factors tour operators look for in a charter company. Because local motorcoach companies often handle a significant amount of charter business as well as catering to tour operators who typically fly their scheduled passengers into Vancouver, Calgary or Seattle. we have listed some important contacts in Appendix B.

Cost Per Mile- tour operators plan itineraries over thousands of miles per year. The cost per mile has a direct affect on their bottomline.

Dependable Equipment-the bus company will be responsible for the maintenance of their equipment. Tour operators select companies which provide dependable equipment. Vehicle age and brand name are important factors.

Safety- Motorcoach companies that offer references and have a reputation for safety are preferred.

Drivers- many tour operators request specific drivers for their tours, Being able to make such a request is important to tour operators.

Comfortable Motorcoaches-- the equipment provided should be clean and comfortable with standard leg and head room for all sizes of passengers.

Personalized Service-- providing signage on the motorcoach adds a personal touch appreciated by the tour operator.

Amenities-today's motorcoaches are equipped with all of the luxuries of home. Video systems are becoming commonplace in luxury coaches. These amenities can make the longest itinerary a pleasant experience.

Audio Systems-the tour bus should have a speaker system which is easily understood when the escort uses the microphone.

Sightseeing Companies

In many cases, when a tour operator packages a tour into a major metropolitan area, a sightseeing company will be used to provide a more **knowledgeable** escort. Many of these sightseeing companies will provide their own **transportation** while others may provide a 'Step On Guide'. If a sightseeing company will be providing the transportation **the** same points should be considered as when **selecting** a **motorcoach** company. **Local** sightseeing companies have 'considerable influence on both the **selection** of attractions made by scheduled tour **operators** and the **organizers** of charter tours. **Appendix C** contains a list and summary of *some* of the important companies based in **British Columbia**. Below is a list of some of the important items sightseeing companies should keep **in** mind when marketing to and serving the group **travel** market.

Flexibility- the specific needs of each group tour will **vary** and **sightseeing** companies which are **willing** to adapt to each individual tour are **preferred** by tour operators.

Informed Escorts- tour operators choose to use local escorts in many cases because the local escort should have **indepth knowledge** of the area. thus making the tour **itinerary** more complete.

Recommendations- when a tour arrives in a major metropolitan area the group members are often given a night on their own. A local escort should be able to make **recommendations**. Escorts should be well informed about local restaurants, **entertainment**, etc.

Planned Local Itineraries- **in** a given area there **will** be a number of special interest spots **which most** group tours will want included **in** a **local sightseeing** tour. Sightseeing companies should have a selection of local itineraries available and be **willing** to plan a special **itinerary** if needed. In many locations there **will** be sights which are not well known and the sightseeing company should inform the **tour** operator about these less known sights which might be of interest to group travelers.

Why Do People Choose Group Travel?

There have been two major pieces of research on **the purchasers** of group tours. In 1975, **Touche Ross** asked such travelers why they selected a group tour over other kinds of travel. The survey yielded the following results:

Convenience	26%
Cheaper Price	22%
Unfamiliarity with destination	13%
See more, Do more	12%
Other Reasons	27%
	100%

In 1985, the National Tour Foundation commissioned an in-depth **survey** of *consumers* who purchase group tours as well **as** those who do not. This research showed that **travellers** perceive group travel to be a **unique kind of travel** experience that has four key characteristics: Firstly it is a shared experience that **affords** passengers the chance to meet and make new **acquaintances** and to share the experience of the trip as they go along. It is structured and relatively carefree. **Escorted tours** offer the **traveller** the piece of mind that **every detail** has been attended to and that a well-informed tour **escort is on hand** to answer any questions about the **destination**. The group **tour is** also a passive **experience** with a **critical** component- the **chance** to **learn, albeit** in a **relatively** passive way.

... almost all of the people who had taken tours did so because they wanted to learn, because they wanted to grow and experience more things, see more things, and be taught . . .

In summary, people who want **comfort**, safety, economy, companionship, the **chance** to **learn** and have **fun** without the unwanted hassles or unpleasant surprises are the **typical** consumers of group **travel**. If you, the supplier, can assure the tour operator that your product or **service** will appeal to the needs of these consumers, you will be able to forge a productive partnership.

Tour Composition

Tour patrons come from **all** across North America and, although the market **centres** around travelers in **their** 50's and older, people of **all** ages enjoy group **travel**. Exhibit 5 shows the mix of clientele reported by operators responding to the NTA **survey** and Exhibit 6 shows similar information for t-he recent B.C. study.

Is There a Typical Passenger?

The **majority** of passengers on group tours originating Within North **America** conform to the following profile:

- female (60%)
- single [widowed, separated, never **married**]
- **frequent** but unsophisticated travelers
- 51-72 years of age

In addition to this **stereotype**, other good prospects for group travel include:

- *single* parents
- women **or men with** special interests or hobbies they would like to pursue through **travel**
- retired people whose partners do not want or cannot **travel**

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5. Step Two: Packaging and Programming Your Product

From the customers' point of view, the product or **service** you are offering is the mixture of **benefits** they think they **will** receive. It is not **necessarily** the rooms, cottages, meals, **attractions** or personal **service** you **offer**; instead, it is the way the customers see such facilities and **services** being put to use for their own benefit or **enjoyment**. You **may think** you're selling **two** nights at an **inn** while the customer may perceive their purchase to represent a 'romantic weekend get away by the sea'. **That's** why effective **programming** and packaging can be so important as marketing tools.

Programming creates products that customers can relate to and gives additional appeal to what might **otherwise** be a standard product. For example, suppose you operate a **seafood** restaurant and wish to attract more tour business. You know tour operators want to provide their clientele with a) an authentic experience and b) something **different**. Present the **dining** experience as an opportunity to experience the west coast **lifestyle** with some live entertainment (e.g., local folk singers singing some "famous" whaling songs) and the creative use of authentic west coast menu items. Support your local arts and crafts community by **displaying their** wares tastefully throughout the restaurant. Use your **imagination** and see yourself through the eyes of your customer who is **hungry not** only for your barbecued salmon but the **different, unique and entertaining** experience of **eating** it at your restaurant.

Although **programming** and **packaging** can work together, they are **different** and should not be confused. Programming **is** the presentation of a **single** product or **service** in terms of the way it might be used. Packaging on the other hand, is the presentation of a number of **products** and **services** that would **normally** be purchased one at a time, but **which**, in a package, are offered as a **single product**, at a single price.

We do not suggest here that individual suppliers attempt to package **whole** itineraries - that job **is** best left to the professional tour operators who have learned **the** hard way the **kinds** of itineraries that are **profitable**. In **the** past, any **efforts** you put **into** developing sophisticated packages for the group tour market may have been wasted and many tour operators refused to purchase them. But given the **growing** number of **companies** getting into the business (i.e., **motor-coach companies, retail** agencies and tour operators) many of these buyers are recognizing that they can save both time and money by purchasing pre-packaged **subcomponents** of a larger tour. **Furthermore**, if you offer just one relatively isolated product or **service** you may not attract an operator's **attention** unless you offer a package of experiences to justify the stop. Packaging can enable you to create the point of **difference** that distinguishes you from the competition.

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attraction admission fees: and the other costs normally charged on a per-person basis.

Step 2: Calculate fixed costs per person

Add **together the** fixed costs- i.e., the costs that will not change no matter how many customers buy the package. These costs could include a motor coach charter, the **services** of a guide, **professional** instructor, and so on. Then divide the total **fixed** costs by, say, **70%** of the number of people expected to buy the package. By using a percentage less than 100, you reduce the risk of loss caused by lower-than-expected package sales, and you increase the chances for extra profit if the package is a success.

Step 3: Calculate package's marketing and share of overhead costs on a per-person basis

Calculate **the** package's marketing and overhead costs, and then (as in Step 2) divide by 70% of the **total** number of customers **expected**.

Step 4: Calculate total package costs on a per-person basis

Add together the per-person costs calculated in Steps 1.2 and 3, to arrive at a **total** package cost-per-person.

Step 5: Mark-up total package costs to cover commissions and provide a profit

Mark-up the total per-person costs to cover travel agent, tour operator or tour wholesaler commissions (if applicable) and, of course, your profit.

The total package price per person **is** therefore:

Total variable costs per person
+
Total fixed costs per person
+
Share of marketing and overhead costs per person
+
Commissions and your profit

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Commissions and your profit

Exhibit 7

The Promotional Mix for Group Sales

Promotion Activity or Technique	Groups
Information Kits	X
Personal Selling	X
Advertising	
Newspapers	X
Magazines	" X
Travel Guides	
Travel Publications	
Yellow Pages	X
Outdoor/Transit/Mail	
Radio	
Television	
Direct Mail	X
Cooperative Advertising	X
Contra Promotions	
Sales Promotion	
Brochures	X
Other Sales Support Materials	X
Activities	X
Reception/Seminars/Presentations	X
Travel Shows	
Trade	
Consumer	
Corporate/Association	X
Familiarization Trips	
Travel Trade	
Travel Writers	
Tour Operators	X
Publicity	X
Public Relations	X
Guest Relations/Internal Selling	X

source: Adapted from *Marketing Management. A Program for Canada's Tourism Industry*, MacLean Hunter and Tourism Canada. 1986

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Activities	X
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Travel Shows	
Trade	
Consumer	
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Travel Trade	
Travel Writers	
Tour Operators	X
Publicity	X
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in all instances. the meetings are pre-arranged to maximize use of time and assure that appropriate buyers and sellers have a chance to meet]. 'Buyer' and "Seller' directories are forwarded to those registered, and it is from these listings that you arrange your appointments at the marketplace.

During the marketplace itself. you have a short period of time to make your presentation (7-12 minutes). **The more prepared you are, the more saleable your product will be to the tour operator (or buyer). Don't spend the whole time making a sales pitch.** Let the operator talk too. listen to their needs. and inform them how you can meet them. Be sure to bring lots of business cards (5001, firm information regarding rates and policies. a small map indicating your company location. and a binder describing your product (attraction. hotel or whatever). If possible, send the same representative year after year. Tour operators appreciate the consistency and the accompanying sense of reliability and confidence. Successful selling is. after all. based on contacts and solid business relationships that take time to develop. Try to attend the social and other convention-related activities: these are opportunities to meet other potential buyers as well as get to know some of the buyers you already met.

Follow-up after the marketplace enhances your chances of getting the most business from the buyers you contacted at the show. Letter and phone call follow-up allows you to maintain contact. and keep your product in the mind of the buyer.

Successfully addressed. these trade shows provide the means whereby you can turn your customer from a buyer into a reliable business partner.

The following marketplaces hosted by an association permit only members to attend: that is. you must be an association member in good standing in order to register for the marketplace. Some require that you pay for booth space. while in other shows the buyers are assigned locations. Contact numbers are provided for each show listed— be sure to find out as much as you need about the shows you are interested into determine whether or not to attend.

Rendez-vous Canada

- Hosted by Tourism Canada (no affiliated association)
- Brings together buyers and sellers of Canadian tourism products and services to conduct business.
- Appointments are all pre-arranged.
- Held in each spring of various Canadian cities
- Deadline for registration is generally July prior to this event
- Held annually at various Canadian cities
- Costs (including booth) is upwards of \$1100 for sellers.
- Contact: For more information, phone Tourism British Columbia in Vancouver (604) 660-2861 (ask for International Marketing)
- To register, write Travel Industry Sales. Ministry of Tourism and Provincial Secretary. 802-865 Homby Street. Vancouver, B. C.. V6Z 2G3

Tourcanada

- Hosted by Tourism Canada (no affiliated association)
- Brings together buyers and sellers of Canadian tourism products in Eastern or Western Canada (alternates annually)
- Same set-up as **Rendez-vous** Canada
- Held annually at various Canadian **cities**
- Cost (including booth) **is** upwards of \$1275 for suppliers
- Contact For more information. phone Tourism Canada in **Ottawa (613) 954-3901 (Paul Michaud)**
- To register. phone Tourism B.C. **in** Vancouver 660-2861 (ask for Travel Industry Sales)

Huddle West

- **Hosted by International Productions 3M (no** affiliated association)
- Brings together buyers and **sellers** of tourism products for the western **part** of Canada and the U.S. .
- Same set-up as Rendezvous Canada
- Deadline for **registration--** late **April** or early May
- Held annually at various cities **in** Western Canada/U.S.
- Costs (including booth) **is** \$945 (U. S.) for sellers
- Contain For more information or to register, **phone** International **Productions** 3M in Jacksonville, Florida at (904) 7374706 (Pete **Dicks**)

NTA Marketplace—Tour & Travel Exchange

- Hosted by the **NTA** (National Tour Association) for members only
- **Brings** together operators (buyers) and suppliers (**sellers**) **from throughout** North America to meet and conduct business .
- **Similar** set-up as **Rendez-vous** Canada. except that buyers occupy **the** booth space rather than the suppliers
- Deadline for **registration--** early June
- Held annually at various **cities** throughout **the** U. S.. Spring and Fall
- Cost **is upwards** of \$725 (U. S.) per delegate (no booth required)
- Contact: **NTA** (see "Associations")

ABA Marketplace/Conference

- Hosted by the ABA (American Bus Association) for members only
- Bring together 'bus tour-buyers and sellers to meet and conduct business
- Same set-up as **NTA Marketplace**
- **Deadline** for registration is late June or early July
- Held annually at **various** US. cities, normally early December
- Cost is \$750 (U. S.) per delegate for the full **week**, or \$695 (U. S.) per delegate for a **half week**
- Contact: **ABA** (see "**Associations**")

OMCA Marketplace/Conference

- Hosted by the OMCA (Ontario Motor Coach Association) for members only
- Brings together 'bus tour" buyers and sellers to meet and conduct business
- Same set-up as **NTA Marketplace**
- Deadline for registration is early August
- Held **annually** at **various** cities in Ontario, normally in November
- Cost is \$280 per delegate (no booth required)
- Contact: **OMCA** (see "**Associations**")

USTOA Marketplace/Conference

- Hosted by **USTOA** for members only
- **Brings together** 'active tour operator members (primarily the larger-sized buyers of North America) with **USTOA's** "associate and "**allied**" members (**sellers**)
- Same set-up as **NTA Marketplace**
- Deadline for registration is early September
- Held annually at various cities in the U. S., normally in December
- Cost is \$230 (U. S.) per delegate (no booth required)
- Contact: **USTOA** (See "**Associations**")

Familiarization Tours

Offering Familiarization Tours is considered by many suppliers as the the best method to **introduce** your attraction or hospitality **service** to tour operators. The **ultimate** goal is both visibility and satisfactory 'product **testing**'. After **all**, if tour operators respond positively to the experience, they are more inclined to include your facility in future **itineraries**.

Operators receive numerous invitations to attend **Fam** tours and can **afford** to be **selective**. In order to encourage them to take your tour and in order to ensure that tour ultimately generates business, **certain** points should be remembered:

1. **Put** yourself **in** the shoes of the operators. They will be taking time out of **their** busy schedule to visit your area. Make sure they **perceive** that **time** to be profitable. Don't attempt to 'go **it** alone' but work with your regional or community **association** to ensure that there is a good **mix** of complementary **attractions** and **services** to visit. Choose only those suppliers who are as committed as you to **getting group** tour business. Stress unique and **distinctive** attractions.
2. Select your guests to achieve **your goals**, i.e. do your homework Invite only those operators whom you know have the potential to deliver business in **sufficient** volume to just@ the expense of the tour.
3. Several months' advance **notice** of a **tour will** help ensure a **bigger turn** out.
4. Brief your guests in advance about other tour members, **itinerary** and overnight stops. Tour operators hesitant to accept your invitation might quickly be persuaded to attend if they see their **competitor's** names on the **participant** list!
5. Supply as much factual supporting material on the attractions and **facilities** as you **can**. Include a road map and details of traveling **times** and stopovers to **help** tour operators plan **itineraries**. Note that in a Group Travel **Survey recently** conducted by the **provincial** government, over 54% of **the** tour operators chose "suggested itineraries" as an ideal form of **marketing support**.
6. Supply sample books of any available photos or slides so that operators can have the option of using them in future brochures.
7. Target your activities to the operator and the purpose of the **trip**. Present **services** and **facilities** which are feasible to include in a tour package. A river **rafting** trip might be exciting for **the** operators but how many will include it in their tours?
8. Tour operators are theme conscious and always on the search for something unique and **distinctive**. Co-ordinate the meals to ensure **participants** have the opportunity to taste **local** cuisine.

9. Don't **overfill** the day. Not only will your prospective clients enjoy the area more if they are not tired but they may also prefer some 'free time' to explore the area by themselves. **They** may find points of Interest that you hadn't thought of or had taken for granted.
10. Do not expect **immediate** results from your promotional activities. **Many** tour operators have **confirmed** packages planned for months in advance. Your efforts will result in increased business over a period **time**.
11. Follow up with thank you **letters** to participants (**both** suppliers and customers] after **the** tour. Track bookings and obtain tour operators' evaluations of the tour to determine whether modifications should be made to future tours.

Direct Sales

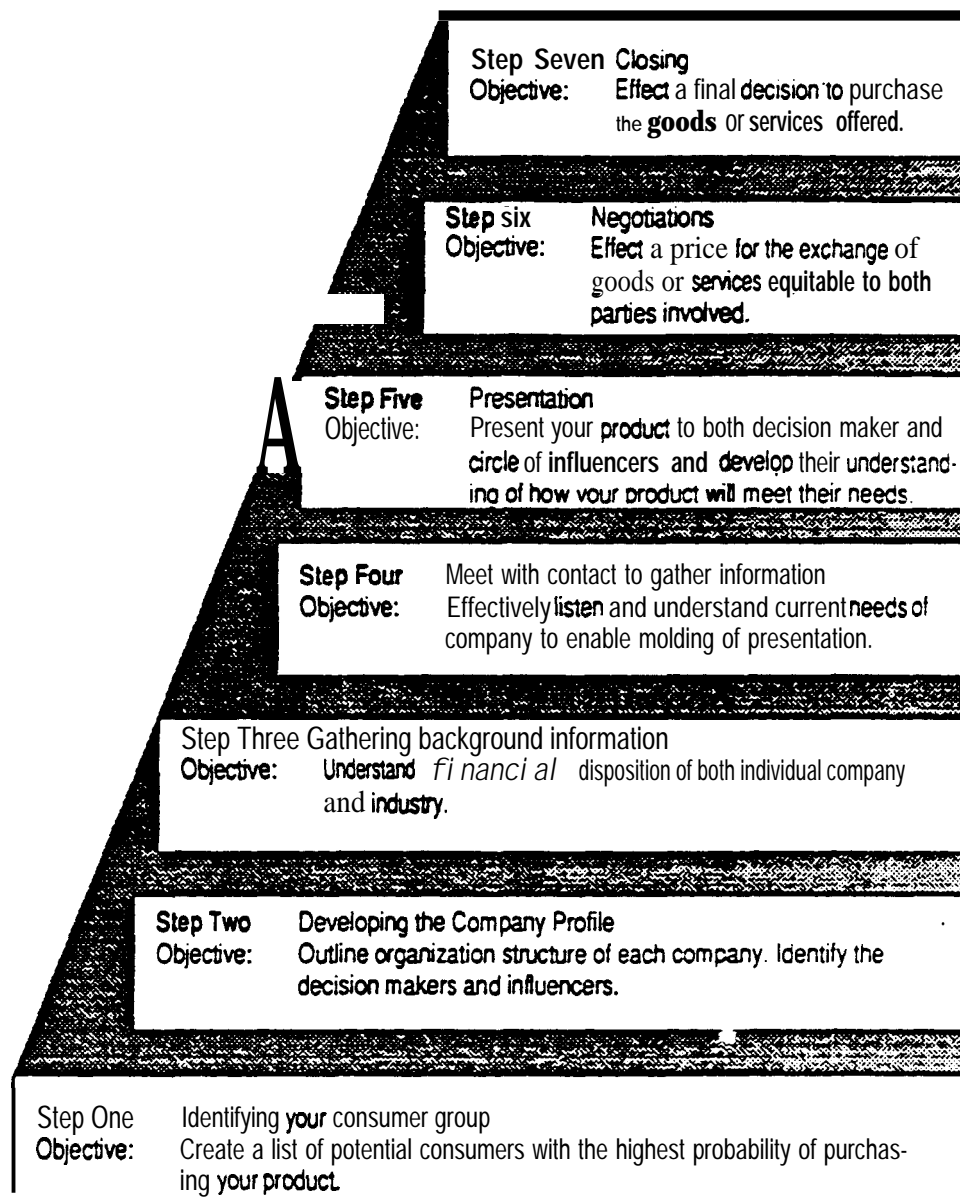
Let's assume that you have **got** the attention of a tour operator, and have stimulated **his** interest **in your product**, you **still** have to 'close the sale-. You will have most success at closing deals **if** you understand that selling is a problem **solving** skill-a consumer has a need and your role as a salesperson **is** to help the consumer understand how your product or **service** will best meet that need. Your direct sales **efforts will** achieve best results **if you** develop a personal selling plan as outlined in Exhibit 8. Steps **1** to 4 are **preparatory** to the 'pitch' (Step 5) and the 'close' (Step 6 and 7). Since much of **this** manual has already covered the preparatory stages, this section briefly covers key pointers for effective selling.

Mast of the points listed below have been extracted **from** Marketing Management A *Program for Canada's Tourism Industry*:

- *Preplan each sales call.*
- *Cover the key points in a logical sequence.*
- *Get to know your prospects and their needs. Your presentation should appeal to the self-interest of your prospects. It should be focused on their needs, not yours.*
- *Have a reason for each sales call*
- *Do not just make periodic contacts to fill a sales-call quota.*
- *Really know your product. Make sure you have a detailed knowledge of all the facilities and services you are selling, particularly those that are likely to be of greatest interest to your prospects.*
- *Know the competition thoroughly. This will help you play up the advantages of your product or service, and it will allow you to counter any moves your competition is making.*

- Always introduce *yourself*. Do not rely on a prospect remembering who you are.
- Get to *the point quickly*. Do not waste time making conversation, unless a prospect makes it clear he *just* wants to pass some time.
- *Show respect and courtesy, and make your prospects feel important*. Never show a superior attitude.
- *Pace the presentation to suit your prospects*. Be sensitive about when to talk when to *listen*, when to push, when to *backoff*, when to speed up, when to bring a prospect back to the topic, and when to close a sale.
- Listen.....*listen.....listen*. Most successful salespeople agree that prospects prefer to buy rather than be sold. When a prospect wants to talk, keep quiet and listen. The prospect may be selling *himself*.
- Always *ask for the business*. You should not leave it to your prospects to make an offer to buy.
- *Leave when the call is over— especially* if you have made a sale. Do not hang *around*. Either close *the* sale or determine how you are *going* to follow-up.
- *Record the sales call and set a follow-up date*. If you do not make a sale, ask the prospect for a date on which he can be contacted for a decision. If *the* prospect *is* indecisive, avoid *pushing* for a final *decision*. Instead, consider *inviting* him to *visit* and try out the *product you're selling*.

Exhibit 8 Seven Steps to a Successful Direct Sales Program



Source: *Partners in Profit. An Introduction to Group Travel Marketing*
National Tour Association, 1987

7.

Step Four: Delivering the Goods

Earlier in this handbook we stated that the most **effective** way to sell a group tour for **tomorrow** is to ensure the one you have on your **property** today is a **smashing** success! **As with** virtually **any** complex **endeavour**, success depends on good planning, attention to detail and a consistent sensitivity to the needs of your customer.

Planning Before the Tour Arrives

Even though you have put your **"best foot forward"** to close **the** sale, the marketing effort does not stop with the booking. Reservations **services** should have a **marketing** orientation too. Create strong and positive **lines** of **communication** with tour operators and never assume that any **details will** take care of themselves. Below **is** a list of some of the details to be reviewed before the tour arrives:

- | | |
|-------------------------------|--------------------------------------|
| ✓ Tour member list | ✓ MotorCoach servicing area |
| ✓ Arrival and departure times | ✓ Unloading and loading areas |
| ✓ Mealtimes | ✓ Evening entertainment |
| ✓ Payment arrangements | ✓ Complimentary policy |
| ✓ Rate agreements
policy | ✓ Reservation & Cancellation |

After **all** of these details have been covered, a complete daily schedule with times, locations, and contacts should be prepared. This schedule should be firm, but everyone involved with the tour must keep in mind that flexibility is the key to operating group tours. **The** successful Operator- Supplier team **will** be able to address any problems which may arise without any inconvenience to the tour members,

Because of the numerous and complex arrangements **necessary** to handle group bookings, you need to establish a carefully planned system for handling such bookings. It maybe appropriate to design some special forms to **help** you with the arrangements or to appoint a group /function coordinator on your staff. Exhibit 9 is an example of a booking sheet appropriate for groups. Remember

Group/Tour Application

For **Groups Of 20**
Persons or More **Only**

Office Use Only
Visit <u> No </u>
Category <u> </u>

Date of Visit _____

Group Name _____

Tour Company _____

Contact Name _____

Address _____ Postal code _____

Telephone Number _____

Arrival Time _____ Mode of Transportation _____

Name of Coach Line _____

Estimated Number of Group Participants _____

Senior (65 yrs and over) _____ @ _____ Each \$ _____

Adult (13 yrs and over) _____ @ _____ Each \$ _____

Child (12 yrs and under) _____ @ _____ Each \$ _____

Special Arrangements _____

For Meal Package Purposes Only

Deposit Required By: _____ Amount Due: _____

Conflation of final numbers must **be received** three business days **prior** to your **arrival** or charges will be based upon numbers quoted by your office when **booking** was made.

One escort admission complimentary per — participants.

Bus parking **for your** group is **complimentary on-site**.

Group **rates** available.

Payment in **cash** (**large bills** please) or certified **cheque**, due on arrival. Deposit required for pre-planned meals.

No refunds due to inclement weather.

_____ will not be **liable** for injury, damage or loss to person or **property** however caused.

too the importance of sharing the information with every department head and every key staff member through regularly scheduled staff meetings or special meetings.

In the area of sales and marketing, the hotel is always the solicitor and is 100% responsible for the relationship. Although not everyone we talked to agrees on this, no one else can be blamed if something goes wrong. Let's look at a hypothetical situation involving a hotel:

Check-out time is noon;

check-in time is 3:00 p.m.

A motorcoach with 45 people is due to arrive late this afternoon for an overnight stay. Quite unexpectedly, it arrives at 11:00 a.m.! It's too early to check them in; it's even too early to serve them lunch!

Whose fault is it that the hotel is unprepared? Was it the responsibility of the tour escort to contact the hotel: was it the responsibility of the hotel to contact the operator and find out if everything was still on schedule? A call from the operator surely would have been appropriate, but it was not forthcoming in this instance. Perhaps a concern over one of the passengers deflected the escort's intent to inform the hotel. Whatever the case, in the passengers eyes, the hotel is at fault.

A supplier must live by "Murphy's Law" and anticipate problems. They must be in constant touch with the operators during the entire phase of the tour that concerns them and always be ready for the worst!

In our hypothetical situation, both the operator and the hotel stand to lose something from this experience as tour patrons tend to hold onto their negative first impressions, No matter how much good service subsequently ensues, it doesn't change their attitude. "

The Anatomy of a Tour
National Tour Association

When the Tour Arrives

First impressions are often lasting impressions. When a tour arrives at your **f**acility remember that **o**ften the passengers may have been sitting for a long period. They are **l**ikely tired and **h**ungry as well as anxious to be assured that their next experience **w**ill be a positive one. Designate a person-ideally someone **w**ith **a**uthority and responsibility-to greet **t**he whole group. Keep the welcome speech **f**riendly, to the point and brief. Then quickly review **a**ll arrangements with the escort or driver to avoid any misunderstandings.

Be innovative and **c**reative in finding ways of making the members of the group feel special and especially welcome. Use welcome signs or put welcome messages on the reader boards. If you have word processing equipment, personalize **l**ittle welcome cards attached to room keys-a **l**ittle **p**larming can speed registration too.

Ed **C**amara, a noted **A**merican travel industry consultant, considers that a brief punch reception at the hotel **i**s **v**irtually **m**andatory but should only last 10-15 minutes and need not be expensive. While the group is sipping the punch or the **c**ocktails, encourage questions about your **f**acility and your area. Asking tour members questions get them involved and makes them feel special. Be sure to address any problems immediately to **a**void unnecessary **n**egative impressions.

8

Step Five: Taking Score

The **final** and **crucial** step in the marketing cycle involves evaluation. There is always room for improvement in terms of both the **services** offered your customer and the effectiveness of your marketing techniques. Your marketing plan should not be **static**; it must be **dynamic** and capable of changing to adapt to **changing** circumstances.

*You simply cannot develop a marketing plan, put **it** into place and then sit **back** and **wait for** results. You have to review it as **a flexible plan** that is constantly under review. You have to **listen** to the marketplace and adjust your marketing so that **nothing you do** is obsolete or **inappropriate**.*

Marketing Management. **Tourism** Is Your Business. Tourism Canada.

The best way of making sure you are **satisfying** your customer is to ask them. **The** tour escort will be exposed to the comments of the tour members immediately after they depart so give the escort a questionnaire and ask **him** or her to complete **it** as soon as possible after they leave. If there are any **negative** comments, contact the tour operator, discuss them and then act to correct the problem.

Keep track of the volume of business delivered by the tour **operators** who include your product and service in their itineraries. Watch for trends and maintain good communications with the *tour* companies to ensure you are **adjusting** to changing market circumstances. .

9 Marketing Support Services

The following organizations can help you as a tour supplier, to promote your product and get group tour business. If you aren't already, it would be well worth your time to become more familiar with these groups and see how they can best work with you for your benefit.

Associations

Regional Tourism Associations

The province is divided into nine tourism regions- for information on how to contact your regional association refer to Appendix "D". This is your link with the provincial government for any marketing initiatives you wish to undertake which may qualify for assistance through the "Partners in Tourism" program. P.I.T. has been an extremely successful agreement between private and public sector which means that your marketing budget can be matched dollar for dollar by the provincial government if it qualifies under "Partners in Tourism" guidelines. The program is designed to facilitate and encourage the collective marketing of regions and destination areas. So in order to take advantage of it, you must be prepared to work cooperatively with other suppliers in your area. For more information on this program, contact your regional tourism association office.

Key Trade Associations

There are four key trade associations whose mandate includes contributing to the improvement and support of group tour business. Although only one is located in Canada, they maintain a North American focus and are worth knowing about.

Each association hosts an annual "Marketplace" which brings together "buyers (tour operators) and "sellers (like you) for the purpose of doing business: you must be a member of the hosting association to be permitted to participate.

Some other points to consider are as follows:

1. Publications released by some of these associations provide their members with an effective advertising tool [targeted at a high percentage of potential buyers of your product]:

2. A channel of communication with the group travel business providing up-to-date information on the industry; and
3. Each association can provide you with a list of members which you can use to develop your mailing list for direct-mail campaigns.

National Tour Association (NTA)

- Headquartered in Lexington, Kentucky
- **Mandate** is to address the interests of its members as they relate to the group travel industry in North America
- Membership includes Tour Operators (about 450), as well as Tour Suppliers and Destination Marketing Organizations (Tourism British Columbia is a member)
- Annual marketplace in fall and spring
- Publishes "Courier magazine monthly, providing information on the group travel industry and can be used to advertise your product. Also issues a bi-weekly newsletter for members.
- *Cost to suppliers U.S. dollars:*
 - ... **Initiation** Fee (one time: can be split
 - ... among multiple or corporate members) \$1.000
 - ... Individual Membership- One Year \$300
 - ... Multiple Membership- One Year (2-25 members) \$600
 - ... **Corporate** Membership-One Year (26+ members) \$1.200

Note: The Multiple and Corporate Memberships restrict the applicants to sending two delegates only to the annual marketplace on behalf of their group.

- **Contact**
The National Tour Association, Inc.
S46, East Main
Lexington, Kentucky
U.S.A. 40508
Phone: 1-800-828-6999 or (606) 253-1036

American Bus Association (ABA)

- Headquartered in Washington, D.C.
- Mandate is to develop and promote increased bus utilization in travel and tourism
- Members are mostly privately-owned bus operating firms, bus tour suppliers, Public Sector Organizations, and others concerned with the promotion of motorcoach tours.
- Annual marketplace in December
- Publishes "Destinations" magazine monthly, providing information on the bus tour market. and can be used to advertise your produce.
- *Cost to suppliers:*
... Membership cost structure is quite complex and it is best to get a price directly from ABA. There is no initiation fee and annual memberships range from about \$400 (U. S.) to \$1, 100 (U.S.), depending on the size and nature of your business.
- *Contact:*
The American Bus Association
1025 Connecticut Avenue N.W.
Washington D.C.
U.S.A. 20036
Phone: (202) 293-5890

Ontario Motor Coach Association (OMCA)

- Headquartered in Toronto, Ontario
- Mandate is primarily to represent the intercity motorcoach industry in Ontario.
- Members include bus owners and operators as well as tour operators, suppliers, and Public Sector Organizations.
- Annual marketplace in November
- Publishes quarterly newsletter and membership list.
- *cost to suppliers:*

... Initiation Fee (one time)	\$100
... Individual Membership- one year	\$175
- *Contact:*
The Ontario Motor Coach Association
#602- 234 Eglinton Avenue East
Toronto, Ontario
M4P 1K5
Phone: (416) 488-8855

United States Tour Operators Association (USTOA)

- Headquartered in New York City, New York
- **Mandate** is to encourage and support professional and financial integrity in tourism, as well as providing representation of the activities and objectives of tour operators.
- Members include large tour operators, suppliers, common carriers, associations and Public Sector Organizations (according to the USTOA, their members do 70% of all package tours that are bought and sold through travel agents in the U.S.).
- **Annual** conference and marketplace in December
- Publishes quarterly newsletter and **annual** Membership Directory
- *cost to suppliers:*

... Allied Membership- One year	\$350 (U. S.)
or	
... Associate Membership- One year	\$700 (U. S.)
- **Contact:**
 The United States Tour Operators Association
 12B-211 East 51st Street
 New York, New York
 U.S.A. 10022
 Phone: (212) 944-5727

Role of Tourism British Columbia

The marketing role of the Ministry of Tourism and Provincial Secretary (Tourism British Columbia) is to promote British Columbia overall as a tourism destination. The Ministry endorses participation at the regional level and provides support through the Partners in Tourism program [refer to "Regional Tourism Association" section]. In other words, your regional association is your voice to the provincial government in the area of marketing tourism to British Columbia. In the instance where a particular trade sector association (e.g. The British Columbia Sailing Association) spans more than one tourism region, that association may contact Tourism British Columbia directly.

Personnel in the Trade Sales section are responsible for increasing group tour business into British Columbia and work cooperatively with all marketing directors to achieve this goal. The Trade Sales personnel attend all the major trade shows described in Chapter Six of this manual and can advise you whether or not you should attend. They can be contacted in Vancouver at the following address:

#802- 865 Homby Street
Vancouver, B.C. V622G3
Phone: (604) 660-2861
Fax: (604) 660-3383

in addition to the Vancouver office, the Ministry operates three marketing offices in the United States:

Seattle:

Tourism British Columbia
930-720 Olive Way
Seattle, Washington 98101
Phone: (206) 623-5937

San Francisco:

Tourism British Columbia
400-100 Bush Street
San Francisco, California 94104
Phone: (415) 981-4780

Los Angeles:

Tourism British Columbia
1050-2500 Michelson Drive
Irvine, California 92715
Phone: (213) 380-9171
Contact: John Bateman, Sales Manager

Role of the Federal Government

The marketing role of the federal government's office of tourism, Tourism Canada, is to promote Canada to various markets within and outside the country. Support is rendered through federal/ provincial fund-sharing arrangements, primarily the Economic Regional Development Agreement or ERDA.

For more information on these programs, contact the regional office of Tourism Canada:

Industry, Science and Technology Canada
 Suite 900-650 West Georgia
 Vancouver, B.C. V6B 5H8
 Phone: (604) 666-0434
Contact: John O'Neill
 Director of Tourism Development

Additional marketing assistance and information may be obtained from the thirteen tourism offices in the United States which are listed below:

Washington, Oregon, Idaho, Alaska

Canadian Consulate General
 412 Plaza 600, Sixth and Stewart
 Seattle, Washington 98101-1286
 Phone: (206) 443-1777
Contact: J. Kern, Consul & Trade Commission
 Patricia Filtan, Assistant Trade Commissioner

California (except 10 southern counties), Colorado, Hawaii, Nevada (except Clark County), Utah, Wyoming

Canadian Consulate General
 Suite 2100-50, Fremont Street
 San Francisco, California 94105
 Phone: (415) 543-2309
Fax: (415) 541-7708
Contact: J. Norwood, Tourism Officer

Arizona, California (10 southern counties), Clark County (Nevada)

Canadian Consulate General
 300 South Grand Avenue
 10th Floor- California Plaza
 Los Angeles, California 90071
 Phone: (213) 687-7432
Contact: J. Schofield, Consul & Trade Commissioner for Tourism

Connecticut, southern New York, New Jersey (12 northern counties)

Canadian Consulate General
1251 Avenue of the Americas
New York, New York 10020-1175
Phone: (212) 586-2400
Contact: R Goldberg, Tourism Information Officer
Patricia Boyer, Assistant Head, Tourism Section

Michigan, Indiana

Canadian Consulate General
1920 First Federal Building
1001 Woodward Avenue
Detroit, Michigan 48226-1966
Phone: (313) 567-2086
Contact: P.J. Coyle, Consul & Trade Commissioner

Maine, Massachusetts, New Hampshire, Rhode Island, Vermont

Canadian Consulate General
Three Copley Place, Suite 400
Boston, Massachusetts 02116
Phone: (617) 536-1731
Contact: Pierre Turcotte, Consul & Trade Commissioner

District of Columbia, Virginia, Maryland

Canadian Embassy (Annex)
1121 Connecticut Avenue N.W.
Suite 300
Washington D.C. 20036-1985
Phone: (202) 223-9710
Contact: Christelle Naumann, Manager- Travel-Trade Development

Source: *Business Directory of Canadian Trade Representation Abroad*,
Department of External Affairs, Canada, January 1987 and sub-
sequently updated by the Tourism Research Group

Appendix A

Receptive Operators

APPENDIX A RECEPTIVE OPERATORS

Ariene Sargent

Tours and Accommodation Supervisor

B.C. Automobile Association

999 West Broadway

Vancouver, B.C.

V5Z 1K5

733-6660

Robert Callacher

President

Canada World Travel, Ltd.

3499 Cambie Street

Vancouver, B.C.

V5Z 2W7

872-0355

T. G. Tilley

Regional Manager

Canadian University Travel

Student Union Building - UBC

Vancouver, B.C.

V6T 1W5

228-6890

Glyn B. Edwards

Managing Director

Cantrav West Services Ltd.

1063 Howe Street

Vancouver, B.C.

V6Z 1P6

669-0900

George Bell

President

Bell Tours, Inc.

147-7135 138th Street

Surrey, B.C.

V3W 7T9

596-3391

Andy Tsukumo

General Manager

Canadian Odysseys, Inc.

1155 Robson Street, Suite 707

Vancouver, B.C.

V6E 1B9

684-3573

Luis Moran

President

canamex Tours, Ltd.

506-1111 West Georgia Street

Vancouver, B.C.

V6E 3G7

681-7231

George Bartell

President

Contacts **Pacific Travel, Inc.**

202-1271 Howe Street

Vancouver, B.C.

V6Z 1R3

683-2174

APPENDIX A RECEPTIVE OPERATORS

S. Motohashi

President

Finesse Tours Canada Ltd.

103- 900 West Georgia Street

Vancouver, B.C.

V6C 1P9

689-2424

W. McArthur

President

Gray Line of Victoria

710 Douglas Street

Victoria, B.C.

V8W 2B3

388-5248

F. Kaltenegger

President

International Conference Services, Ltd.

1313-925 West Georgia Street

Vancouver, B.C.

V6C 1R5

681-2153

Kurt Diczki

General Manager

Japan Travel Corporation

13C9 - 510 west Hastings Street

Vancouver, B.C.

V6B 1L3

581-9747

Peter Armstrong

Executive Vice President Corporate Development

Gray Line of Vancouver

108-900 West Georgia Street

Vancouver, B.C.

V6C 2W6

682-2877

Mr. Geoff Sturgeon

General Manager

Great Escape Vacations Ltd

10711 Carnbie Street

Vancouver, B.C.

V6X 3G5

(604) 278-6400

H. Nitta

President

J & C Tours, Inc.

285-885 Dunsmuir Street

Vancouver, B.C.

V6C 1N5

681-2341

K. Mikoshiba

General Manager

JTB International (Canada) Ltd.

2300 - 1055 Dunsmuir Street

Vancouver, B.C.

V7X 1L3

688-0166

APPENDIX A. RECEPTIVE OPERATORS

Robert K. Iwata

President

K. Iwata Travel Service Ltd.

1115 East Hastings Street

Vancouver, B.C.

V6A 1S3

254-5101

Sandy Kirk

Manager

Make Trax Travel, Inc.

334 West Cordova Street

Vancouver, B.C.

V6B 1E8

685-6546

G. W. Coles

President

Maverick Tours Ltd.

1375 Vernon Drive

Vancouver, B.C.

V6A 3V4

255-1171

J. R. Turnbull

Owner/President

NACTours Ltd.

9555 Geal

Richmond, B.C.

V7E 1R4

274-7112

Richard K. Lee

President

Korea Tours

5679 Ormidale Street

Vancouver, B.C.

V5R 4R2

434-4641

Kazuo Bessho

President

Maple Fun Tours, Ltd.

804-850 Burrard Street

Vancouver, B.C.

V6Z 2J1

663-5244

M. Yasutake

President

My Tours Ltd.

811-402 West Pender Street

Vancouver, B.C.

V6B 1T6

681-8181

Terry Ito

Manager

Nippon Express Canada Ltd.

221-900 West Georgia

Vancouver, B.C.

V6C 2W6

669-6722

APPENDIX A. RECEPTIVE OPERATORS

Dwight Emerton

President

Pacific North Holidays

105-970 Homer Street

Vancouver, B.C.

V6B 2W7

(604) 684-6475

Janet Pavlik

President

Pavlik Specialized Tours & Travel Ltd.

2221 Panorama Drive

North Vancouver, B.C.

V7G 1V4

99-Q-79 11

George Tietjen

Manager

Pro Tours

470 Granville Street

Vancouver, B.C.

V6C 1V5

685-6116

A. Thompson

President

Skybridge Tours, Inc.

1159 West Broadway

Vancouver, B.C.

V6H 1G1

736-7255

K. Akawa

Regional Manager of Western Canada

Pacific Creative Service Inc.

1310 - 1030 West Georgia Street

Vancouver, B.C.

V6E 2Y3

689-1213

Koji Ito

Manager

Playguide Tours, Inc.

850- 1090 West Georgia Street

Vancouver, B.C.

V6E 3V7

691-6036

Luke Lee

President

Right On Travel (1984) Inc.

475 Main Street

Vancouver, B.C.

V6A 2'77

667-3316

H. Yokoo

President

Skyland Tours Ltd.

1157 Melville Street

Vancouver, B.C.

V6E 2X5

669-2521

Appendix B

Motorcoach Companies

APPENDIX B. MOTOR COACH COMPANIES

Don Granam

General Manager

Adventure Coach Lines

22933 Lougheed Highway

Maple Ridge, B.C.

V2X 2W1

463-8321

George Stropta

Director of Corporate Communications

B.C. Transit

1100- 1200 West 73rd Avenue

Vancouver, B.c.

V6T 6M2

264-5024

Canim Lake Stages

P.O. Box 415

100 Mile House, B.c.

V0K 2G0

(604)397-2562

Cariboo West Stage Lines

215 Donald Road

Williams Lake, B.C.

V2G 4K4

(604)392-4283

Robert Dubois

Owner

Cascade Bus Lines

44255 Yale Road, West, RR #1

Sardis, B.C.

V2R 1A9

(604)795-7443

E. S. Weightman

President

Delta Bus Lines

7145 Brown Street

Delta, B.c.

V4K 4E2

946-4111 /588-4454

Dewdney Touts

1355 Bay Avenue

Trail, B.C.

V1R 4A7

(604)368-5555

Tom Keever

Agent

Dewdney Trail Stages

1201 Cranbrook Street North

Cranbrook, B.C.

V1C 3S6

(604)426-4662

APPENDIX B. MOTOR COACH COMPANIES

Ken Dicken

President

Dicken Bus Lines Ltd.

1410 Bay Avenue

Trail, B.C.

VIR 4B1

(604)368-5000

Ken Bodnarchuk

Manager

Empress Transportation Ltd.

P.O. Box 4235, Station A

Victoria, B.C.

V8X 3X8

(604)381 -2222

Farwest Bus Lines

217 City Centre

Kitimat, B.C.

V8C 1T6

(604)632-3333

Fort St. James Stages Ltd.

P.O. Box 469

Fort St James, B.C.

V0J 1P0

(604)996-8421

Doug McCandless

F. LT. Supervisor

Gray Line of Vancouver

900 West Georgia Street

Vancouver, B.C.

V6C 2W6

681 -8687

Chris Batty

Regional Manager

Greyhound Lines

1 SO Dunsmuir Street

Vancouver, B.C.

V6B 1W9

683-8133

J. Knight

President

Greyhound Lines of Canada

877 Greyhound Way, S.W.

Calgary, Alberta

T3C 3V8

,4031260 -0S77

Ken Bodnarchuk

President

Horizon Coach Lines Ltd.

320 Industrial Avenue

Vancouver, B.C.

V6A 2P5

669-3866



APPENDIX B. MOTOR COACH COMPANIES

Peter Dakha

General Manager

International Stage Lines

4171 Vanguard

Richmond, B.C.

V6X 2P6

270-6135

G. W. Coles

Owner/President

Maverick Coach Lines

1375 Vernon Drive

Vancouver, B.C.

V6A 3V4

255-1171

Omineca Transfer Ltd.

P. Cl. Box 1186

Fort St James, B.C.

V0J 1P0

(604)996-8475

Pacific Coach Lines

737 Humboldt Street

Victoria, B.C.

V8W 1B1

(604)385-573 1

John Harrison

General Manager

Ken Mar Transportation Services Inc.

1420 Venables Street

Vancouver, B.C.

V5L 2G5

251-2481

NorLines Coaches Ltd.

P.O. Box 6009

Fort St John, B.C.

VIJ 4H6

(604) 785-1 334

Orient Stage Lines

P.O. Box 46, RR #2, Site 222C

Port Alberni, B.C.

V9Y 7L6

(604)723-6924

Gary Templeman

General Manager

Perimeter Transportation

8695 Barnard Street

Vancouver, B.C.

V6P 5G6

261-2299

APPENDIX B. MOTOR COACH COMPANIES

Stu Drinnan

Operations Manager

Prince George Transit Ltd.

1039 Great Street

Prince George, B.C.

V2N 2K8

(604)563-001 1 /563-6665

John Timms

Public Information Officer

Skytrain/BC Rapid Transit

6600 14th Avenue

Burnaby, B.C.

V3N 4S7

520-3641

Gary Gale

General Manager

Victoria Coach Lines

746 Audley Street

Victoria, B.C.

V8X 2V3

(604)1364-2442

Ray Therrien

president

Western Buslines of B.C. Ltd.

6700B No 3 Road

Richmond, B.C.

V6Y 2C3

273-0730

Sandy's Buslines Limited

1355 Bay Avenue

Trail, B.C.

V1R 4A7

(604)366-8400

Sheldon Aggen

Manager

Vancouver Tours & Transit Ltd.

7964 Webster Road

Delta, B.C.

V4G 1E4

560-9661

Leo Richards

Owner

Watson & Ash Transportation Company Ltd.

1535 McPhee Avenue

Courtenay, B.C.

V9N 3A6

(604) 338-5426

Ray Therrien

president

Western Buslines Of B.C. Ltd.

1641 Bertram Street

Kelowna, B.C.

V1Y 2G5

(604)763-9014

Appendix C

Sightseeing Companies

Doug Banner

General Manager

Alpine Adventure Tours

P.O. Box 86143

Noth Vancouver, B.C.

V7L 4J5

683-0209

Randy Burke

Bluewater Adventures

202-1676 Duranleau Street

Vancouver, B.C.

V6H 3x2

684-4575

Randy Ng

General Manager

Classic Holidays Tours and Travel Ltd.

19 West Braodway

Vancouver, B.C.

V5Y 1P1

875-6377

Jim Allen

President

Ecosummer Canada Expeditions

1516 Duranleau Street

Vancouver, B.C.

V6H 3s4

66%7741

Garret Lineker

General Manager

Big Spring (Sport Fishing Ltd.) Resort

204- 1062 Austin Avenue

Coquitlam, B.C.

V3K 3P3

939-2938

J. Mikes

president

Canadian River Expeditions Ltd.

401 Chilco Street

Vancouver, B.C.

V6G 2R2

689-3760

W. A. New

President .

Coast Ferries Ltd.

1400 Kent Avenue East

Vancouver, B.C.

V5P 4N8

321-6833

Tina Tang

Operations Manger Canada

Harvest Tours

360-2600 Granville Street

Vancouver, B.C.

V6H 3V3

736-5481 /Telex 04-508841 HAVO

APPENDIX C. SIGHTSEEING COMPANIES

Franziska Kaltenegger

President

International Conference Services Ltd.

1315 - 925 west Georgia street

Vancouver, B.C.

V6C 1R5

681-2153

Ken Wong

President

Meridien Holiday Ltd.

1177' West Hastings Street

Vancouver, B.C.

V6E 2K3

688-7286/688-9877

Virginia Meachin

President

Sea to Sky Productions Ltd. Tours & Travel

1928 Nelson Avenue

West Vancouver, B.C.

V7V 2P4

9&-2224

Adventure Bound Canada

P.O. #x811

Golden, B.C.

VOA IHO

(604)344-2639

R. Lee

President

KC Minibus Tours Co.

5679 Ormidale Street

Vancouver, B.C.

V5R 4S2

433-6539 /Telex 04-54249

Bryan Fogelman

President

Reo Rafting Adventures

390- 1199 West Pender

Vancouver, B.C.

V6E 2R1

687-7611

H. Yokoo

President

Skyland Tours Ltd.

1157 Melville Street

Vancouver, B.C.

V6E 2x5

689-2521. fax 683-7914

Alpine /Wilderness Adventures

1111 Pine Street

Kamloops, B.C.

V2C 3A7

(604)372-2338

APPENDIX C. SIGHTSEEING COMPANIES

Anstey Safaris Inc.

P.O.Box 3038

Salmon Arm. B.C.

VOE 2T0

(604)832-681 1

Les Koroluk

Tweedsmuir Lodge Guide Service

Box 160

Hagensborg, B.C.

VOT 1H0

(604)982-2298

Classic Charter Cruising

2537 Beacon Avenue

Sidney, B.C.

V8L 1Y3

(604)656- 1131

Clearwater Expeditions Ltd.

613 Bissette Road

Kamloops, B.C.

V2B 6L3

(604)579-8360

B.C. Wilderness Outfitters

7137 Kennedy Crescent

Prince George, B.C.

V2K 2P9

(604)962-6438

Canadian Wilderness Adventures, Skeena Rejeat

P.O. Box 3055

Salmon Arm, B.C.

VIE 4R8

(604)832 -7596 /Telex 048-8382

Clavella Adventures. Magna Yachting Ltd.

P.O. Box 866, Station A

Nanaimo, B.C.

V9R 5N2

(604)753-3751

Fraser River Raft Expeditions Ltd.

P.O.Box 10

Yale, B.C.

V0K 2s0

(604)863-2336

APPENDIX C. SIGHTSEEING COMPANIES

Frontier River Adventures Ltd.

927 Fairfield Road
North Vancouver, B.C.
V7H 2J4
(604)929-7612/867-9244

Harry Trueman's Tour Services Ltd.

202- 1281 West Georgia Street
Vancouver, B.C.
V6E 3J7
(604)688-5231

Interior Whitewater Expeditions Ltd.

General Delivery
Celista, B.C.
VOE 1L0

Iskut Trail & River Adventures

General Delivery
Iskut, B.C.
VOJ 1K0
(604)234-3406

Kallahin Expeditions Ltd.

P.O. Box 131
Queen Charlotte, B.C.
VOT 1S0
(604)559-4746

Kicking Horse Co. Ltd.

P.O. Box 1890
Golden, B.C.
VOA 1H0
(604)344-5016/344-5 129

Kootenay River Runners

P.O. Box 81
Edgewater, B.C.
VOA 1E0
~6C41347-9210

Kumsheen Raft Adventures Ltd.

P.O. Box 339, Main Street
Lytton, B.C.
VOK 1Z0
(604)455-2296/ 1 -800 -4 S2-2269

APPENDIX C. SIGHTSEEING COMPANIES

Monashee Outfitters

P.O. Box 2958

Revelstoke, B.C.

VOE 2S0

(604) 8373 538/Telex 048-87514

Muskwa Safaris

P.O. Box 6488

Fort St John, B.C.

V1V 4H9

(604)785-468 1

Y.137009 VS Miniker River V Channel

Nexus Charters

1684 Noel Avenue

Comox, B.C.

V9N 4X1

(604) 339-3526

Nootka Charters Ltd.

P.O. Box 2365

Sidney, B.C.

V8L 3Y3

[604] 565-2201

Skeena Holidays Ltd.

P.O. Box 39

Terrace, B.C.

V8G 4A2

(604)638-8565

Swiftsure Tours Ltd.

119-645 Fort Street

Victoria, B.C.

V8W 1G2

(604) 388-4227

Tri-Fit International Sports Corp.

575 Bums Street

Penticton, B.c.

V2A 4W9

(604) 493-5 181

Vacationland Holidays

1994 Comox Avenue

Comox, B.C.

V9N 4A2

(604)339-7515

APPENDIX C. SIGHTSEEING COMPANIES

Bella Coola Atnarko Guide Service

RR # 1

Bella Coola, B.C.

VOT 1C0

(604)1982-2402

Wind and Waves

RR #1

Hornby Island, B.C.

VOR 1Z0

(604)335-2482

Bushpilot Adventure Tours

P.O. Box 188

Quathiaski Cove, B.C.

VOP 1N0

(604) 285-3585 /Bushpilot 0445543

Appendix D

Regional Tourism Associations

APPENDIX D. REGIONAL TOURISM ASSOCIATIONS

Region A

Tourism Association of Vancouver Island

302 - 45 Bastion Square

Victoria, British Columbia

V8W1J1

923-7868

FACS: 382-3523

Region C

Okanagan Similkameen Tourist Association

225 Yorkton Ave

Penticton, British Columbia

V2A 3V3

493 - 8121

FACS: 861-7493

Region E

High Country Tourist Association

P. O. Box 962

Kamloops, British Columbia

V2C 6H1

S36-2969

FACS: 828-4656

Region G

North by Northwest Tourist Association

P.O. Box 1030

Smithers, British Columbia

V0J 2N0

S47-2058

FACS: 847-7585

Region B

Tourism Association of Sothwestern B C,

P.O. Box 4-56/ O. Bentall ? O

Vancouver, British Columbia

V7X 1A3

266-0323

FACS:

Region D

Kootenay Country Tourist Association

Site 2- 11 Castlegar Airport, RR =;

Castlegar, British Columbia

V1N 3H7

365-8486

FACS: 365-7477

Region F

Cariboo Tourist Association

P. O.Box 4900

Williams Lake, British Columbia

V2G 2V8

395-4096

FACS:

Region H

Peace River Alaska Highway Tourist Association

P. O. Box 6850

Fort St. John, British Columbia

V1J 4J3

786-5533

FACS: 785-4424

APPENDIX D. REGIONAL TOURISM ASSOCIATIONS

Region I

Rocky Mountain Visitors Association

P o Box 10

Kimberley, British Columbia

V1A 2Y5

342-9245

FACS: 427-3344

Appendix E

Glossary of Terms

E Glossary of Terms

After*departure charge	Charges (restaurant, telephone or similar) that do <i>not</i> appear on the guest's account at check-out. Also 'known as a late charge.
All expense tour	A tour offering all or most services - transportation, lodging, meals, portage, sightseeing, etc., for a pre-established price. The terms "all-expense" and "all-inclusive" are much misused. Virtually no tour rate covers everything. The terms and conditions of a tour contract should specify exactly what is covered.
American plan	A type of rate that includes the price of the room, breakfast, luncheon and dinner. Commonly abbreviated as AP.
Attraction	A natural or man-made facility, location, or activity which offers items of specific interest. An attraction can be a natural or scenic wonder, a man-made theme park, a cultural or historic exhibition, or a wildlife/ecological park.
Average room rate	(per occupied room) - The total guest room revenue for a given period divided by the number of rooms occupied for the same period. Since it can be related to investment, this statistic is frequently used as a measure of economic feasibility.
Back to back	A term used to describe tours operating on a consistent, continuing basis. For instance, a bus arriving in a city from a cross-country tour, may conclude the first tour upon arrival, and then transport a second tour back along the same route to the origination city of the first tour. This efficiency of operation makes it possible to "block-out" or reserve hotel rooms on a continuing basis.
Blocked space	Guaranteed reservation of rooms or space at hotels, restaurants or attractions made by suppliers to travel agents, wholesalers or group movers for later resale.

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 acknowledgement that the liability clause has been read and understood.
Cafeteria	A food service operation in which customers carry their own trays and select food from a display counter or counters.
carrier	Transportation company such as air, bus, steamship line, railroad, etc. for passengers and/or cargo.
charter	To hire the <i>exclusive use</i> of any aircraft, vessel or other vehicle.
Charter operations	As used in motor carrier certificates , the term contemplates the transportation of pre-formed groups, that is, groups organized by someone other than the earner, and which are sold the exclusive use of the vehicle . An operator authorized to arrange transportation , in charter operations, however is not limited to dealing with pre-formed groups, but itself can form the tour group.
Commercial rate	A special rate agreed upon by a company and a hotel. Usually, hotel agrees to supply rooms of a specified quality or better at a flat rate .
Commission	The amount, which may vary, a travel agent receives from the supplier for selling transportation , accommodations or other services .
Commissionable tours	A tour available for sale through retail and wholesale travel agencies, which provides for a payment of an agreed upon sales commission either to the retail or wholesale seller.
Community of interest	Group with a common purpose other than the desire for direct and expeditious transportation between given points.
Complimentary room	An occupied guest room for which no charge is made. This may include a room occupied by a driver or tour escort.

Confidential tariff	A schedule of wholesale rates distributed in confidence to travel wholesalers and travel agents— see Net rate.
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 worth. Even written or telegraphed confirmations have specified or implied limitations. For example, a hotel is not obligated to honor a reservation if the guest arrives at 6 p.m. unless late arrival is specified.
Concession	Apart of the hotel operation that is leased to and operated by another party. Same examples are a parking garage, newsstand, barber shop and beauty salon.
Contract	There are two contracts that an operator makes for a tour. First, there is the contract between the patron and the operator and second, there is the contract made by the operator on behalf of the tour group with the bus company.
Cover charge	A fee, usually a flat amount per person, charged to patrons to cover the cost of music and entertainment.
Cut-off date	The designated day when the buyer must release or add function room or bedroom commitments.
Day rate	A reduced rate granted for the use of a guest room during the daytime, not overnight occupancy. Specific examples are use of a guest room by someone as a display room or office, or for persons delayed at transportation terminals by weather or missed connections.
Deluxe	In travel usage, presumably “of the highest standard. A much misused, and in many respects, meaningless term except where employed as part of an official rating system (see Hotel classification).
Deposit policy	A specified amount or a percentage of the total bill due on a specified date prior to arrival.

Function room	A special room that is used primarily for private parties, banquets and meetings. Also called banquet room.
Ground operator	A company or individual providing such services as 'hotel accommodation, sightseeing, transfers, and other related services, exclusive of transportation to and from a given destination. Sometimes called "purvey or."
Group inclusive tour	A prepaid tour of specified minimum group size, ingredients, and value.
Guaranteed payment	A hotel reservation secured by the guest's agreement to pay for his room whether he uses it or not. Payment is usually guaranteed by a company, travel agent or tour wholesaler who has an established credit rating with the hotel.
Guaranteed tour	A tour guaranteed to operate unless cancelled before an established cut-off date (usually 60 days prior to departure).
Guest account	An itemized record of a guest's charges and credits, which is maintained in the front office until departure. Also referred to as guest bill, guest folio and guest statement.
High season	The period of the year when occupancy/usage of a hotel/attraction is normally the highest. High usage also invariably means higher prices for rooms or admission.
Hotel classification	There is no official classification or accepted rating system for U.S. hotels, but the following definitions are general] >- understood throughout the U. S. Deluxe- a top-grade hotel, all rooms have private bath; all the usual public rooms and services are provided; a high standard of decor and services is maintained. First Class- a medium-range hotel; most rooms have private bath and most of the usual public rooms and services are provided. Tourist (Economy or Second Class)- Budget operations; most have private baths; services may be very limited.

House	A synonym for hotel commonly used within the L-Industry. Examples are: full house, house count, house income, house bank and house charge.
Incidentals	Charges incurred by the participants of a tour, but which are not L-AC! uded in the tour price.
Inclusive tour	A tour in which specific elements— airfare, hotels, transfers, etc. are offered for a flat rate. An inclusive tour does not necessarily cover all costs (see All expense tour).
Intermodal tour	Tour using more than one means of transportation. For example, a Tour Operator could start a tour by bus and return by plane.
Land operator	A company that provides local services, transfers, sightseeing, guides, etc.
Letter of agreement	A letter from the buyer to the supplier accepting the terms of the proposal. This may also be the supplier's initial proposal that has been initiated by the buyer.
Low season	That time of the year at any given destination when tourist traffic, and often rates, are at their lowest.
Master account	The guest account for a particular group or function that will be paid by the sponsoring organization (see Guest account).
Master bill	All items contracted by the operator and supplier, to be paid by the operator.
Meals at hotels	<p>American Plan— The rate includes three meals and rooms. Full board or full pension.</p> <p>Bermuda Plan— The rate includes a full, American-style breakfast and the room,</p> <p>Continental Breakfast— Consists of juice, toast, roll or sweet roll and coffee or tea/ milk.</p> <p>Continental Plan— The rate includes breakfast and room.</p> <p>Demi-pension— The rate includes breakfast and lunch or dinner and room.</p> <p>European Plan— No meals included in the room rate.</p>

	Modified American Plan— The rate includes breakfast, dinner and room.
Minimum charge	The amount that each customer in a lounge or club must pay regardless of the actual charge for drinks consumed.
Modified American Plan	A type of rate that includes the price of the room, breakfast and dinner. Commonly abbreviated as MAP.
Motel	An establishment that provides housing for persons away from home who are travelling by automobile.
Net rate	(See 'Room rates') A wholesale rate to be marked up for eventual resale to the consumer. Same as Net wholesale rate (see Confidential tariff).
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 folder. Rate is marked up by wholesale sellers of tour to cover distribution, promotion, etc.
No show	A guest with confirmed reservations who does not arrive and whose reservation was not cancelled.
occupancy, % of	The percentage of available rooms occupied for a given period. It is computed by <i>dividing the</i> number of rooms occupied for a period by the number of rooms available for the same period.
Open jaw	An arrangement, route, or fare, authorized in a tariff granting the traveling public the privilege of purchasing round-trip transportation from the point of origin to one destination at which another form of transportation is used to a second destination, at which point a passenger resumes the original form of transportation and returns to point of origin; or from such destination to another destination that is in the general direction of the original starting point.
Option	A tour feature extension or side trip offered at extra cost.
Option date	The date agreed upon when a tentative agreement is to become a definite commitment by the buyer.

Out of order	A guest room that is temporarily unsuitable for occupancy, and is not to be sold. Generally used to designate rooms being redecorated, or in which some maintenance work is being performed.
Overbook	Accepting reservations for more guest rooms than are available.
Override	An extra commission , sometimes called an overriding commission . Wholesalers pay them as bonuses for volume business. Suppliers pay them to provide a profit margin for wholesalers (who must themselves pay commissions). Hotel groups pay them as a volume incentive to wholesalers.
Packager	An individual or organization who coordinates and promotes the development of a package tour and establishes operating procedures and guidelines for that tour.
Package tour	A vacation plan arranged by tour operators (wholesalers) that provides (for a set fee) all or most of the required services , such as transportation , hotel room, sightseeing, attractions, and entertainment .
Public space	Any area in the hotel that is accessible to the general public, including dining rooms, bars, lobby and function rooms.
Receptive agent	A tour operator or travel agent who specializes in services for incoming visitors.
Registration card	A form on which arriving guests record their names and addresses and which the room clerk completes as to room number, rate and length of stay. Some form of guest registration is required by law in each state.
Reservation deposit	An advance payment required to obtain a confirmed guest room or function room reservation .
Resort hotel	A hotel that caters mainly to vacationers or tourists, usually offering more recreational facilities than other hotels.
Room rack	A special rack with a drop-pocket for each guest room bearing the corresponding room number. Its purpose is to provide a visible index of the exact status of each guest room at all times.

Room rates

Day Rate- Usually one-half the regular rate of a room for use by a guest during a given day up to 5 p.m. Sometimes called a 'use rate. -

Flat Rate- 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 (usually a minimum of 10-15 persons) to which an operator may add a mark-up if desired.

Net Rate- A wholesale rate to be marked up for eventual resale to the consumer.

Net Wholesale Rate-A rate usually lower than the group rate, applicable to groups or individuals when a hotel is specifically mentioned in a tour folder. This rate is marked up by the wholesale sellers of the tour to cover distribution, promotion and retail commission costs.

Published Rate-A full rate available to or advertised to the public. The rate can change depending on the season.

Room service

Food or beverages used in a guest's room.

Shoulder season

That period when there is neither a high nor low demand for a particular destination. Usually spring and fall months for areas that maintain high summer popularity.

Special interest tour

A tour designed to appeal to clients with a curiosity or a concern about a specific subject. Most such tours provide an expert tour leader and usually visit places and/or events of special interest to the participants.

Tour basing fare

A reduced-rate excursion fare available only to those who buy prepaid tours or packages. Inclusive tour, group inclusive tour, incentive group, contract bulk inclusive tour, tour basing, and group round-trip inclusive tour basing fares are all tour basing fares.

Tour departure

Related to the operation of any published tour; the date of the start by any individual or group of a particular travel program; by extension, the entire operation of that single tour.

Tour escort	A professional t-level escort. Often called tour escort, tour leader, or tour manager.
Tour operator	A person or company which creates and/ or markets inclusive tours and/ or performs tour services and/ or subcontracts their performance. Most tour operators sell through travel agents and/ or directly to clients.
Tour option	Any component of a package tour that is not included in the package price, but may be purchased as an added feature or to extend the length of the package. Tour options are purchased at additional cost.
Tour order	A coupon given to the purchaser of a tour package, identifying the tour, the seller, and indicating that the tour is prepaid. The purchaser then uses this form as proof of payment and receives vouchers for meals, baggage handling, transfers, entrance fees, etc.
Tour vouchers	Documents issued by tour operators to be exchanged for accommodations, meals, sightseeing, and other services. Sometimes called coupons.
Walk-in	A guest who arrives without a reservation.

Appendix F

Additional Sources of Information

F Additional Sources of Information

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