

**Destination Management Company Training Manual for
USAID**

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SECTION I. INTRODUCTION TO DMC OPERATIONS

1.1 Definition of a Destination Management Company

A Destination Management Company (DMC) is a professional management company specializing in the design and delivery of tours, events, activities, staffing and transportation, possessing and utilizing extensive local knowledge, expertise and resources to provide tour services.

DMC is a relatively new term that describes a company that specializes in the organization and logistics of Foreign Independent Tours (FITs), group tours, meetings and events in a specific country, city or region. Their in-depth knowledge of the area, their proficient experience in organizing programs and their creativity allow them to create customized programs for the client. No matter what the event or occasion, the obligation of the Destination Management Company is to find a tailor-made solution. They are the local partners of outgoing Tour Operators, Travel Agents and Meeting and Association Planners.

1.2 The History of DMC Operations

During the 1970's, as a response to meeting and convention planners' desire for custom group leisure activities during their programs, a new business was born. They are initially referred to as 'Ground Operators,' and the first small entrepreneurial enterprises operated in a single destination. These local companies offered basic services including airport meet-and-greet, transportation, tours, and recreational activities for groups. Soon after, numerous other companies added custom parties and themed events, as well as spouse and guest programs to their list of services. The term "Destination Management Company" or DMC was coined to describe the expanded role these companies played as local experts. Leading DMC pioneers formed alliances to provide networking and referrals within an exclusive group.

1.3 Potential DMC Market Niches

A DMC should avoid spreading itself too thin over too many segments of potential cliental markets. The preferred route is to become an expert in serving the needs of one of the market niches listed below:

- Tour Programs
- Foreign Independent Tours (FITs)
- Cruise/River Boats and Barge Ship excursions
- Association meetings
- Incentive Programs
- Meeting Planning
- Theme Parties/Event production
- Religious programs
- The Film industry/rock stars
- Government Agencies (NGOs)/Embassies

1.4 Four Key Elements for Branding DMC Services

A full service DMC offers group leisure activities in the destination, including group tours, ground transportation, and special event productions. Destination Management Companies are an incredible resource to the trip planner as clients, saving him/her time, money and stress. In order to start a new DMC service, you need to have the following four key elements:

A) Ensure that you have unique and/or signature tours to offer

Seeking niche markets and building a solid client base are essential to surviving in the travel and tourism industry. For whom will you tailor your tours: senior citizens, gay individuals, wine enthusiasts, students, antique dealers, etc.? Once you have selected your targeted group, research the demographic characteristics, such as income and geographic location. Consider departure cities: remember it is a lot easier to fly from New York to Croatia than to travel from California. People do not want to spend a lot of time getting to their vacation spot.

B) The DMC must have the ability to provide the best options and prices

You need to understand the mindset of your current and future customers so you can increase your business opportunities. While we conduct business each day we make assumptions. Unfortunately, many assumptions are not based on solid research or an understanding of our customers. The important part is to separate fact from fiction. By understanding the decision-making process of leisure travellers, you will be better equipped to address the issues most important to your clients.

DMC's are not just about providing the best price. Consumers are looking for the best overall solution to their individual travel needs. We have a tendency to immediately think price is what sells and not necessarily what the customer wants or needs.

No two customers are alike. What works for one may not work for another. Taking the time to better understand your customer, one at a time, can increase your closing percentage. Price is important when it is the only thing you sell.

Your tour programs must...

- Grab the potential client's attention.
- Motivate them to make contact with your office.
- And leave *you* with a profit for your efforts.

Saving money is also not just about price. It is more about value. If the hotel was not the right location, if the cruise was not the right cruise line, if the golf course was not the right golf course, it does not matter how much your customer saved. They will not come back to you. Saving money is important to consumers only after they have evaluated the value equation.

C) Values are what they are looking for

This is where you, the DMC, can provide a discernible difference. By properly qualifying your customers up front, you can recommend relevant offerings and also provide cost-saving strategies. Moving a date, changing the location of a room/cabin, and being open to flight options all can save money. Nobody wants to pay more than necessary. In today's environment, it is now fashionable for customers to brag to their peers and friends how much they have saved, whether it is a hotel room, airline seat or cruise. Value perceived and received is critical. And remember, if the Tour Operator's customer has a bad travel experience, you will never hear from them how much money they saved.

D) You must have substantive product knowledge

You need to have substantive knowledge about your destination and related business information in order to become a DMC. The following is a list of different pieces of essential knowledge you need to have:

- Determine if there are any goals or needs that might make your country or region more preferable.
- Choose a convenient location based on where your guests are travelling from, their travel time and cost to reach a destination and a site near air and/or ground transportation.
- Adhere to your DMC travel programs and current arrangements with preferred hotels and airlines.
- Be aware of seasonal hotel occupancy rates, room taxes and recent changes in supply or demand that will affect your expenses.
- Schedule around big conventions or festivals that could limit hotel room supply and services during your meeting or event dates.
- Check flight schedules/frequency to your destination - most participants prefer direct, non-stop flights.
- Consider factors such as weather, security, political/social climate and labour considerations that may affect participation and/or costs of the tour programs.

1.5 Where are today's travellers going?

In a recent United States Tour Operator Association (USTOA) survey, the organization asked their members whether they were planning to add a new destination for the upcoming years. The followings are the top destinations for 2005-2007:

Top Destinations - Croatia, Costa Rica, and New Zealand were in a three-way tie for the most popular new destinations.

Second Place - Argentina, Brazil, Iceland, the South Pacific, and Turkey tied for second place.

Other new destinations cited by USTOA members are listed below by area:

- Central and South America: Guatemala, Mexico, and Panama.
- Africa: Ethiopia, Rwanda (gorilla trekking), and South Africa
- Europe: Apulia, Italy European cruises, Mallorca, Scandinavia, and Southern Italy.
- Mediterranean/Eastern Mediterranean: Egypt, Greece, Iran, Jordan, Libya/North Africa, Malta, and Syria.
- Central Europe: Russia, Badlands and Slovenia
- Asia: India, Taiwan, and Yangtze River cruises/Mekong river Cruises
- Australia, Papua New Guinea, and Tasmania.
- United States: Arizona and Historic Trains of the Southwest

Tour Operators buy insight. This is the most important attribute next to the offering of price and product options. DMCs may position themselves to be travel experts if they have the proper training and knowledge to back it up. This is why continuing education is so critical. Also, a DMC cannot be an expert in everything. It is important to narrow your scope in travel products and experiences. However, the key is being the best at what you choose. Learn about the travel products you are recommending through familiarization trips (FAMs), site inspections, collateral materials, the internet, and past customers. Your insight is what the Tour Operators will pay for, not a brochure or handout. Insight is your most valuable asset. In addition, accreditation builds trust and credibility informs the Tour Operator they are dealing with a professional DMC.

1.6 The Clients for DMC

These are the potential clients for your DMC business:

- International Tour Operator's
- Travel Agents
- Event Planners
- Tour organizers/Association presidents
- The consumer
- Association presidents
- Fraternal organizations

1.7 Establishing DMC Credibility

Clients will request a list of references; they need to review DMC past performances and staff along with additional information to include:

- Longevity-proven track record
- Tour offerings including price, uniqueness, pacing, level of services (2,3,4,5, star service, guides)
- Financial stability and credit ratings
- Client references with a list of satisfied references
- Basic company structure-sufficient staff
- Insurance and risk management/ liability insurance
- Computer technology: type of computers and software

- List of Professional Membership the DMC belongs
- Member of the country & city's convention/tourism bureau.
- References obtained from the Ministry of Tourism Sales Department.
- Are they a licensed business or Corporation?
- What is the experience level of the employees?
- Who will be on-site during the program?
- Can the DMC officers be reached after hours?
- Client to preview contracts and terms.
- Request proof of at least \$1 million insurance coverage.
- Proof of certificates of insurance from vendors.
- Conduct site inspection (hotels, restaurants, motor coaches, attractions)
- The Tour Operators conducts a site inspection by "walking the tour"

1.8 Client Benefits

A client hires a Destination Management Company to represent themselves, their goals and their objectives to the subcontractors in the region where the tour programs are being conducted.

The client benefits from the DMC's knowledge of local products, service quality and reliability. The DMC will offer the following benefits;

- DMC will negotiate on the client's behalf, always keeping their best interest and budget in mind.
- DMC can utilize its relationships and purchasing power with suppliers in the area to provide the highest quality of service in the most cost-effective manner.
- One contact and payment to keep
- Retain on-going relationships with vendors that allow obtaining all the details in line and simple for the client.
- DMC's knowledge of the finest local venues, caterers, décor, transportation and other event service companies. Looking for best quality, service and negotiations.
- Creative ideas for special interest tours, event planning, teambuilding and challenging situations.
- Access to and experience with the new, exclusive and unique venues, hotels and restaurants.
- Analyze and evaluate appropriate hotel/activities suited to match the demographic and size of the group; eliminate options previously offered; research and secure accommodation/activities that support group needs & desires; evaluate "return on investment" (ROI) when appropriate and applicable.
- Evaluate and select entertainment options appropriate for group and client objectives; manage entertainment contracts and rider requirements. Showcase unique elements of the destination; create exclusive opportunities unavailable to general public and unknown by client.

1.9 DMC Services

- Airport Meet & Greets
- Transportation/shuttles
- Group Tours
- FIT's (Foreign Independent Travel)
- Recreation & Sporting Activities
- Special Event Production
- Road Rallies
- On-site Staff (hospitality tour desk)
- V.I.P Hospitality services (celebrities, diplomats, politicians)
- Family & Children's Programs
- Family reunions
- Weddings
- Pre and Post convention tours
- Shore excursions
- Land & cruise tours
- Dine-a-rounds
- Event Production
- Incentive Programs
- Meeting Planning
- Theme parties
- Team Building Activities

SECTION II- TOUR PRICING AND PLANNING

2.1 Pricing Tours for Profit

Saving time and money is important today. How is value measured today?

It used to be measured by this formula:

$$\text{Price} \times \text{Quality} = \text{Value}$$

Today the equation is different:

$$\text{Price} \times \text{Quality} \times \text{Personalization Divided By } (\text{Time} + \text{Energy}) = \text{Value}$$

Consumers do not feel they have enough time. We live in a time-deprived society. Six out of ten leisure travellers do not feel they have enough vacation time. Travel agents are invaluable because they provide a personalized travel experience at the right quality, price and most importantly, save time and energy for the customer.

The customer could save money by going online and spending hours finding the best deal in terms of price, but the DMC / Tour Operator offers a better option by matching the right travel product at the right price, tailored to the traveller's individual needs. In fact, the value of a DMC/ Tour Operators will grow as the world continues to become more complicated, time deprived and stressful. Consumers will more frequently turn to travel experts who will act as travel concierges and consultants -- another new role for the DMC.

With so many factors involved, pricing can seem complicated. Three important questions will help you succeed in establishing pricing for tours:

The Three "Can I" Questions

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

If the answer to all three questions is, 'yes,' then proceed to plan your tour pricing. By the time you have decided to move forward research of your competitors' prices, for similar tours, should be complete.

It may seem wise to ask for a higher price if distinctive elements are added to the proposed package, however, you must test the market to ensure that sufficient numbers of people are willing to pay a little more than the going rate because of signature items in a tour package.

Finally, if you are designing a tour for a tourism agency you need to be aware of each tour company's policy with regard to profit margins or mark-ups. Most corporations normally set a minimum mark-up below which they may not sell a product. The profit margin on the package will be something the company should be prepared to estimate wisely. Consequently, the tour designer will have to bear in mind company policy on profit margins. A "reasonable profit" means at least the minimum margin prescribed by company policy. Of course, the higher the price of the package, the higher the profits for the tour company.

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

Types of Tours You Plan to Operate

- Motor Coach-"Traditional"
- Student (Quads)
- Special Interest Tours (SITs) Non-traditional
- Foreign Independent Tours (FITs)
- Land & Cruise

Don't forget to add your operating costs into your tour pricing! These include fixed costs:

- Rent
- Phones, FAX, web hosting and development
- Salaries: full time/ sub-contractors
- Advertising: local, regional, international
- Brochures: development, print, distribution
- Tour Development: site inspections, travel expenses

"Important term used by the Hospitality and Tourism Industry"

- Net Your Cost
- Gross includes mark-up to cover commissions and for profit

Included in tour cost, if	
Mark-up 25% to 30%	\$ _____
Selling price (Per Person)	\$ _____
Sample Costing Sheet	
Costs vs. Profits	
What is your estimated annual operating cost?	\$ _____
How many tours do you need to operate to break even?	\$ _____
Number of clients needed to break even	_____
Number of clients to show a profit?	_____
Selling Gross Price	
(With Commissions)	\$ _____

Free or Discounted Tours for Tour Organizers and ITD (International Tour Directors)

There’s an old saying: “There’s no such thing as a free lunch”—and in this case, there’s no such thing as a free tour.

Tour organizers are expected to participate actively in exchange for their free fare.

Tour organizers should:

- Promote the tour program
- Collect funds
- Manage and deliver the clients to your destination.
- Act as a liaison between you and the members while on tour.
- Work 24/7 to keep tour members happy.
- Continue to promote future tour programs you organize.

B) The Role of the ITD / Tour Conductor

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

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

2.2 Advanced Planning: Six-Step Process

The typical six step process for the DMC staff; Sales department, Operations, Tour Guides, Tour Designers, Accounting starts well before operating a tour program.

Step #1

Upon receipt of a Program Proposal the DMC should consider preparing a proposal in a variety of ways. Remember, there might be as many as 10-15 businesses that identify themselves as DMCs. In preparing the proposal the DMC needs to ask whether a detailed prospectus (e.g. extremely detailed with numerous photos, itineraries) is needed or whether conceptual ideas with estimated budget figures might suffice at this stage of the planning process.

Step #2

The below list of goals will assist the DMC clients in achieving their stated mission. Determine the purpose of the tour;

- Educational opportunities
- Cultural/History
- Soft/High Adventure
- Special Interest
- Special events
- Sporting events
- Arts & Crafts
- Agri-tourism

Step #3

Researching Clients Demographics

- Consider the size of the group, gender mix, ages of attendees, and any special needs.
- Determine tour dates. Avoid dates that coincide with other events or holidays.
- Are the dates and/or days of the week firm or flexible?
- Plan the tour in advance to secure the most desirable hotel /cruise.
- List food and beverage requirements for special occasions
- Consider air and ground transportation needs.
- Plan entertainment and recreation needs, group activities.
- Designate an administrative person to create name badges and coordinate written tour materials; optional tours, departure notices, welcome signs.
- Schedule guest speaker, lectures, local politicians or celebrities(s), if required

Step #4

A number of Pre-planning steps are involved

- Establishing the following goals and objective of the upcoming tour program;
- Create a budget
- Design the program
- Negotiate contracts
- Establish a timeline
- Hire subcontractors
- Plan logistics
- Conduct tour program
- Tour Guides-Oversee tour program
- Ensure clients safe return home
- Follow-up details

Step #5

DMC Proposal Preparation & Protecting Intellectual Property

It is imperative for DMC's to protect their intellectual property as best they can. Every proposal is copyrighted, and the following is stated on the front of proposals:

All ideas and concepts detailed in the enclosed proposal have been developed exclusively by GEM Meting and Tours, LLC for ABC Tour Group, and are considered by GEM to be a proprietary nature. These ideas and concepts remain the property of GEM.

In this respect, clients must ensure their proprietary rights are protected and refrain from disclosing its contents to our competitors or any third party. Unauthorized use of these ideas and concepts is strictly prohibited.

All documents, written proposals and other materials submitted by GEM will be returned to GEM upon request. Should you wish to produce the ideas and concepts included in this proposal without retaining GEM, a consultation fee of \$1,000.00 will be required.

Step #6

Sample Letter of Performance

Client name (hereinafter "CLIENT") acknowledges that it will contract with DMC to perform services for CLIENT, which will be outlined in the contract forthcoming and submitted to client for approvals. CLIENT may hereby authorize DMC to act as its AGENT in negotiating and contracting for specific services. Client further acknowledges and agrees that it will indemnify and hold harmless DMC from any costs, debts, liabilities, judgments and expenses that vendor may attempt to bring against DMC,

while in the performance of its obligations to the client, in acting as its agent, and attempting to fulfil the services/activities of the contract between DMC and the client.

A) Sample Letter of Authority

The person executing this letter of Intent represents that he or she has the authority to bind the organization to the commitments made herein, and such action is taken with the full knowledge of the governing body of the organizations.

Please return signed agreement by date,

Signature: _____

Name: _____, Title: _____

Account # _____

Sample Contract for Services

CLIENT hereby engages GEM to arrange for and coordinate the services described in the attached Service Contract for the PROGRAM (Name of program).

- A. Projected program dates:
- B. Projected program price:\$
- C. Schedule of Deposits:\$
- D. Initial Deposit:\$ Due Date:
- E. Second Deposit:\$ Due Date:

Prices for services are detailed in the attached letter of confirmation. All prices and services are tentative until this contract is signed and dated by both parties.

Sample DMC/Client Contract to Include Specified Requested Services:

- Meet & Greet/Airport transfers
- Shuttle/Transportation Services
- Accommodations
- Tours & Recreation
- Special events/Parties
- Dining Arrangements
- Gifts & Amenities

GEM may declare this contract null and void if it is not signed and returned by client on or before "return by" date.

Terms and conditions on the back hereof are made part of this contract.

For Client

By: Contact Name

Signature: _____ Date: _____

Account # _____

Terms and Conditions: (issues to be addressed)

- Insurance
- Performance
- Payments
- Cancellation
- Copyright
- Surcharges

Agreed By: _____ Date: _____

Here are two examples of contracts between a DMC/Tour Operator and the Client that should be present in all promotional materials and at the time of reservations.

B) Sample Terms and Conditions for Tour Operator’s DMCs, Retail Agents

Tour Services

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

Included in the Tour Price

All prices include roundtrip airport transfers, meet & greet service, four star accommodations and three meals per day, and all items listed on the trip’s itinerary.

Not included in Tour Price:

- Items of personal nature
- Optional excursions not specified in the itinerary
- Visa
- Airfare

A total of 25 lbs. (12 kilograms), plus photographic equipment within reason, is the maximum allowable baggage, and gear should be packed in one soft luggage bag of your choice. Tour Operators will not be responsible for the carriage of baggage exceeding this limitation nor for storage in the event of offloading. Arrangements for onward forwarding or storage of additional baggage must be made through your travel agent, airline or hotel of last departure.”

Deposits

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

Groups

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

Cancellations Policy DMC & Tour Operator to agree on the following terms and conditions

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

Under 21 to 15 days notice: 45% of the total fare

Under 15 to 7 days notice: 60% of the total fare

Under 7 days notice: 80% of the total fare

The company will not accept responsibility should flights be missed.

Passports and Visas

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

Airline Clause

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

Responsibility Clause

(Name of tour operator/DMC), your travel agent, operators of the tours and /or suppliers of services acting only as agents for the supplier advise you to be aware that during your participation in a tour, certain risks and dangers may arise including, but not limited to, the hazards of traveling in either the country of origin, destination or through passage, in undeveloped areas, travel by boat, aircraft or other means of conveyance, the forces of nature, political unrest or other military action and accident or illness in remote regions without means of rapid evacuation or medical facilities. Also be aware and clearly understand that (Name of tour operator) will not have liability regarding provision of medical care or the adequacy of any care that may be rendered and cannot accept any responsibilities for losses or additional expenses due to delay or changes in air schedules or other causes. All such losses or expenses will be the responsibility of the member of the tour, as the rates provided re for the arrangement only at the time stated. It is understood that (Name of tour operator) will use their best efforts to ensure that all adequate measures are taken to avoid such occurrences. The right is reserved to make minor adjustments to the itinerary and the right is reserved to cancel any tour prior to departure. (Name of tour operator) may not be held responsible for any loss or damage to luggage, before, during or after the tour program. The acceptance of final vouchers or tickets shall be deemed to be consent to the above conditions. Passengers will voluntarily participate in these activities with the knowledge of the dangers involved and therefore agree to accept any risks.

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

Itinerary

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

Tour Voucher

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

Tour Package Price

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

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

Price does not include charges for passports, visa, inoculations, laundry, liquor, soft drinks and beverages, cover charges, excess baggage charges, travel cancellation or interruption, accident, and baggage insurance, expenses for guides or transportation not included in the itinerary, optional tours, any items of a personal nature, any items not specifically listed as included, all international departure taxes, and International fares.

Any charges levied by any of the providers of travel services as cancellation charges will be added to the cancellation charges made by The GEM Group, Ltd.

Purchaser's failure to appear at the time of departure without prior written notice will result in a cancellation charge equal to 100% of the tour price.

For cancellation charges levied by airlines, refer to airfare fuels or contact your airline.

Refunds

In the absence of exceptional circumstances, no refunds are given for any unused prepaid services included the tour package or any changes made in the itinerary while en route, including, without exception, changes in hotel accommodations, sightseeing

excursions, and transportation services. Charges included for services provided by The GEM Group, LTD or Agents or Travel Suppliers are not subject to refund.

A request for refund must be accompanied by a statement setting forth the claimed exceptional circumstance, the reason for the change in the itinerary, the change made in the itinerary, the reason for the failure to utilize the service provided, the item for which a refund is provided, the item for which a refund is requested, the unused vouchers, and receipts for the alternative services utilized, if any.

Release

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

Travel Documents

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

Acceptance of and Fees for late Reservations

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

Important Notice

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

2.3 How Travel Agent Select Tour Operators

Travel agents have a tremendous desire to acquire useful information that will assist them in matching the product to their client and close the sale.

The list of eight factors voted on by the ASTA (American Society of Travel Agents) members:

Reputation/Quality of product

Commission/Override offered (10%,12% + 1 to 2% end of year bonus)

Matches agency's customers

Ease of booking

First-hand knowledge of product (support & training provided by local DMC staff)

Personal relationship with supplier representative

Loyalty program for agencies

FAM trips

Sample commission paid to Travel Agents by Tour Operators

14% land commission on group bookings with one complimentary land voucher for a group of 15 paid passengers.

15% land commission for President's Club Agents on group bookings with one complimentary land voucher for a group of 15 paid passengers.

16% land commission on a group booking with one complimentary land voucher for a group of 40 paid passengers.

Complimentary air voucher for a group of 20 paid passengers to; Europe, Australia, Africa, Asia, India, Egypt and South America.

2.4 Risk Management Insurance

Once you have recognized the nature of the risk, you can begin to plan to control it.

When considering risk insurance, consider the following;

The potential risks

Ways to deal with the risks

Insurance Coverage

Don't forget to offer insurance coverage on all tours and cruises. Have the clients sign a form acknowledging they were offered the option to take the insurance and provide a copy to the ITD/Tour Organizer who will be escorting the tour/cruise.

In the interest of preventive legal planning, the Destination Management Firm or Tour Company should consult with their attorney to discuss contracts and review the necessary insurance coverage and the preparation of a responsibility clause for any tour brochures that are scheduled for distribution. The firm should be aware of the importance of liability protection, errors and omissions coverage, and the way to lessen risk against such things as travel suppliers' (airlines, hotels, tour companies) defaults, employees' illness or accident on tour, and the travel suppliers who do not live up to their contracts and commitments.

Liability Insurance

Liability insurance protects the firm in the event a tour member hurts him/herself and claims negligence, or if the transportation company carrying the group is involved in an accident or death. It is recommended that the tour group be named as a rider to the insurance policy for the duration of a specific trip.

Errors and Omissions Insurance

Errors and omissions insurance, or "E & O" as it is often called in the travel industry, is equivalent to malpractice insurance. It protects the firm in the event staff or an outside contractor makes an error causing a client hardship and expense. There will be occasions where the tour did not live up to the client's expectations, and they will bring

suit against the firm for the selection of a hotel or for having used poor judgment. Even if the destination travel firm is in the right, the cost of legal defense can be extremely high. Having the errors and omissions insurance company attorney work to settle such problems can prove invaluable.

2.5 Risk Liability Insurance

As with any niche industry, there are certain risks that are commonplace and shared within destination management. With each and every planned activity comes the chance of injury, damage, or loss. DMCs protect their attendees and themselves by recognizing each potential risk, minimizing the risk as much as possible, and purchasing the appropriate insurance.

- Risk Associated with DMCs services
- Adventure tours: falling, drowning
- Auto rental/mopeds, accidents
- Charter flights, plane no-show
- Cruise/yachts, itinerary changes
- Entertainers, cancellation, inappropriate material
- Food and beverage, food poisoning, allergic reactions
- Helicopter tours, motion illness
- Liquor service, injury to others, driving after the function
- Water sports, personal injury
- Whitewater rafting, drowning

Insurance Terminology

There are five distinct and different coverage's offered- each with the following standard limits:

General Liability: \$2,000,000 limit also called Third Party or Public Liability, this covers bodily injury and property damage to tourists while in your care, custody and control while enjoying your various tours or sites. This coverage excludes auto, aircraft and motorized watercraft. Non-motorized watercrafts such as kayaks, canoes, sunfish, etc are included. There is no deductible for bodily injury so you are covered from first dollar! This does not replace any business property or liability placed locally.

Contingent Auto Liability: \$5,000,000 limit, for vehicles with a capacity of 40 or more passengers and \$2,000,000 for those vehicles with a capacity of less than 40 passengers. This coverage sits over whatever is the local legal limit and can be utilized for owned, hired and non-owned vehicles. For example, if your local limit is \$100,000 this would provide the contingent liability to the full limit required. This coverage applies to you tour participants while in transit picking up that coverage excluded in the general liability.

Primary and/or Contingent Watercraft Liability (Motorized): \$2,000,000 limit, this can provide primary hull and liability coverage for owned watercraft having a motor that carries passengers for hire. The liability can cover the vessel, crew and passengers to any of the three limits available. While scuba diving, parasailing and jet skis are excluded but swimming and snorkeling are included.

For non-owned watercraft there is Contingent Watercraft available and is similar to the contingent auto as it picks up that coverage over the local legal limit excluded in the general liability.

Aircraft: as with the watercraft both hull and liability coverage is available for those tours involving either owned fixed wing or rotor. Again, filling in that gap in the general liability.

** For additional information on the different insurance coverage's available through the Royal Marine Insurance Group visit www.rmig.us

DMC Code of Practice-Principles of Professional & Ethical Conduct

- Deal with clients, business associates and suppliers in a professional and business like manner.
- Protect the confidentiality of all proposals and pricings received from suppliers.
- Provide the supplier with legitimate business reasons as to why the proposal was rejected.
- Honor signed contracts in spirit as well as intent.
- Indicate to suppliers whether the program is definite or if other options/venues are being considered or any changes in size of group as that information becomes available.
- Provide host hotel/venue with pertinent information that will directly impact the operation of stated hotel/venue.

SECTION III. TOUR OPERATIONS AND DEVELOPMENT

3.1 Motor Coach Selection / Inspection

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

Your files on motor coach should be updated semi-annually.

Also, make note of important items such as:

1. Necessary licenses, both local and interstate.
2. Check the carrier's insurance that he or she has airport rights for pick up and drop off at departure gates.
3. In the event of a breakdown, verify how many pieces of equipment are in his or her inventory for back up.
4. Check to verify if the coach company is charging "deadhead miles." If this is the case, the Destination Manager might consider other alternatives to keep the costs down.
5. Confirm with the client how many seats aboard the motor coach will be available for sale. The front two seats are normally set aside for the tour director, tour escort, and tour guide. It is advisable not to fill a motor coach to full capacity on a one day or extended tour.
6. Average age, type, and seating capacity
7. Height clearance for their motor coaches
8. Frequency of cleaning
9. Bus driver uniform policy
10. Cost of additional services such as videos, music, and coach amenities

Charges

- Am I being charged for distance by miles, or chartering for my itinerary or for a period of time?
- Who is responsible for the driver's meals and accommodations?
- Payment and Cancellation Policies should be fully understood along with the cancellation and payment schedules before you charter a coach. Some motor coach firms provide trip insurance program that protect your deposit in the event your tour group cancel.

3.2 Selecting Hotel Accommodations

3.2 Hotel Inspection

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

A good DMC and their tour guides must keep abreast of the continuous changes in the hotel industry. There are older properties that never change, but remain stable and consistent in the services they provide. On the other hand, new hotels, acquisitions, renovations, and changes in management are just some of the reasons most of your recommended accommodations to clients should be inspected. It is up to you to make note of these changes.

With respect to tour groups, the on-site inspection is necessary not only to inspect the hotel property, but also to meet with the hotel staff and develop a working relationship as well as a solid understanding of the nature of group functions. The hotel and staff will become an extension of your firm.

Tips for Getting the Best Deal:

1. Schedule negotiations early; six months or more in advance.
2. Prioritize what is truly important for your client's success before you enter into the negotiations.
3. Ask about the facility's peak, off-peak and shoulder seasons, and the days of the week on which it would prefer to book business
4. Be aware that hotels typically give one complimentary room night for every 20-50 rooms occupied-Cruise ship 1 complimentary for every 15/25 passengers.
5. Consider upgrades and/or special amenities and services as important as negotiating dollar savings. For example, upgrading VIPs/special guests to Executive Level rooms or Suites at the group rate might be more important than obtaining a greater percentage off the room rate.
6. Determine the type of hotel that will best suit your meeting or event needs (an airport hotel, convention and meeting hotel, resort, conference center or all-suite hotel).
7. Determine the type and number of guest rooms needed (singles, doubles, suites, specially equipped business rooms or rooms accessible for people with special needs.)
8. Alter your arrivals and departures to occur on days of the week when occupancy rates are typically lower (Thursday, Friday, and Sunday).
9. Choose a hotel that is reopening after renovations or an acquisition by new owners. Try selecting a hotel that is new to the market; they often offer special rates to encourage business. (Note: Make sure your contract covers all contingencies, such as incomplete renovations or properties that do not open as scheduled.)

10. Ask to see a facility's standard contract, noting deposit, payment, attrition, and termination and cancellation policies. Negotiate a final agreement that incorporates their standard language, your company's and the negotiated agreement.
11. Make sure you have a binding contract. To be enforceable, a contract must specify definite terms, be accepted by both sides and be signed by people with authority to enter into the agreement.
12. Look for termination clauses, often referred to as "Acts of God" clauses that apply when a tour is interrupted because of forces beyond the control of the group or the facility. Generally, there are no penalties assessed to either party in these circumstances.
13. Facilities that meet your needs, such as sleeping and meeting rooms, restaurants, sightseeing and recreation options.

3.3 Restaurant Selection / Inspection

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

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

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

DMCs- Checklist for Restaurants

- **Group size:** Minimum and maximum number of clients they can accommodate
- **Individual:** Will discounts or commissions be offered for a number of clients referred to the restaurant during any one calendar year?
- **Escorts/Tour Guides/Tour Directors:** Are they given complimentary meals while escorting a group?

- Bus Driver: Complimentary meals? Area to wait and relax during the group's function?
- Prices: Cost per person, taxes and gratuities
- Seating arrangements for groups: Close to entertainment, stairs, handicap accessibility
- Dining: Buffet or sit down, menu choices
- Entertainment: Type, time (weekdays or weekends)
- Parking for motor coach: Can the motor coaches get to the front door in case of bad weather?
- Method of payment: Company check, credit card, partial payment, final payment
- Welcome signs for groups: Make them feel welcome
- Special themes/Food preparation: Birthdays, special events
- Contact person: Who signs the contract and will be there during your function
- Reservation and Cancellation policies: Amount of money to secure the reservation, cost per person with tax and gratuity (other fees)
- Meal Plans- (MAP-FAP-EP) meal programs in the tour package

Checklist for Pre-Dinner Group Functions

- Check out area or room no less than one hour in advance of the group.
- Post "Welcome Sign"
- Make certain you have enough tables, chairs, etc, and that they are properly arranged.
- In a public room or at a dinner show, see to it that the group has the most advantageous seats.
- Make certain the dining area has enough staff to handle this function—captains, waiters; busboys make sure the menu to be served is in accordance with hotel contract.
- If wine or drinks are to be served, verify with the captain(s) what exactly is to be included, the kind of wine to be served, and how tips will be handled
- When hors d'oeuvres are included, check that they are ready and that the supply will be adequate.
- For birthdays, anniversaries, and other special occasion, you should arrange for a cake to be delivered. This is an excellent opportunity for the tour members to take photos.
- Set up the V I P - Guest speaker's table.
- Make sure the tour members are informed of location and dinner times.
- Greet dinner guests at the door—assist in seating tour members.
- During dinner be sure the group is served as quickly and smoothly as possible.
- In the event of a problem or in anticipation of one, you should immediately contact the maitre d' For the sake of good working relations; do not criticize the employees, but take all complaints to their supervisor.
- You should have a list of tour participants that are on a specific diet
- Arrange for a photographer.

3.4 Negotiation Techniques

The following general principles must be noted and applied to negotiations for any sit, service, or supplier. By following these simple guidelines, a DMC can utilize the methods and lessons of meeting management in a more efficient manner.

Remember to Always;

- Present and maintain a professional attitude
- Control stress and tension
- Avoid politics and egos
- Take time to gather all facts and requirements beforehand
- Meet with the proper hotel or site people who have the authority to make decisions.
- Know all the following Do's and Don'ts

Do

- Define the purpose and objectives of the meeting.
- Know the event.
- Have printed copies of meeting plans available.
- Make key contacts in all services and sites.
- Follow up frequently.
- Obtain peer referrals.
- Contact union stewards before an even at a union venue.
- Communicate with clarity and outline in writing.
- Verify all legal clauses of the contract with an attorney.
- Know the budget.

Do NOT

- Sacrifice quality for cost.
- Make unreasonable demands.
- Insist on being the final authority.
- Be inconsiderate of a supplier's profit margin and business needs.
- Promise what cannot be delivered.
- Jump at the first offer.
- Pass up a good deal based on a personality conflict.
- Be intimidated.

Preparing for Unexpected Situations

- Send your rooming list well in advance, at least seven to 30 days prior to arrival.
- Inform guests of the hotel's location and amenities.
- Never assume that a request has been taken care of - always double check.
- Work with the hotel to resolve any last-minute changes.

3.5 Partnering with the International Tour Operator

A) Who is a tour operator?

Tour Operators are better known as “The Dream Merchants” who make fantasies a reality. However, when approaching a organization or association with the idea of preparing a tour or cruise for their memberships, the Tour Operator should always be forthright and inform them of what is really involved in each activity and overall quality of possible activities; and how will their membership benefits: Price; learning experience; companionship; safety; lodging arrangements; and/or myriad of other possible services and of course their “first hand” knowledge of the destination or cruise.

B) DMCs responsibility to the International Tour Operator

The financial gain of the DMC depends on the devotion and insight of their staff. A DMC must commit to do as much as they can with the budget proposed by the Tour Operator to keep them satisfied. Staff and decision makers must look for ways to improve the Tour Operators ROI by reducing costs and increasing gains. When the operator evaluates their own investment, they can compare the magnitude of expected gains with their partnering tour suppliers the DMC. At the completion of the tour series, the tour operator will be amazed at how much inexpensive changes can improve the overall quality of their tour programs when they are properly planned and managed with reasonably lead times and creativity by the DMC.

C) The International Tour Operator’s Initial investment:

- Meeting with local DMC (air transpirations, accommodations)
- Conducting site inspections (hotels, restaurants, tour sites, etc.)
- Tour brochure design and production & distribution
- Staff training-new tour product
- Advertisement (newspapers, TV, radio, web site)
- Promote tours at Travel Industry Trade shows
- Marketing -direct mail, e-mail blast
- Sponsor FAM trips
- Initial Deposit(s) require securing tour services prior to marketing;
- Local DMC
- Airlines
- Cruise ships
- Hotels

3.6 DMC Structure and Organization

A) Accounting/human resources/technology/IT support

B) Sales

Role to develop business opportunities. Work with internal support teams to develop and present comprehensive proposals to their prospective clients.

C) Operations

Operations is responsible for moving tour programs forward. Operations works closely with the client to finalize details and keep all departments informed of any and all developments that might require their involvement.

D) Program Managers

Program managers implement the programs as follows:

- Plan and manage logistical elements of all group movements including safety concerns, timing requirements, service level, and financial consideration
- Create, communicate and manage timelines for all events/activities and the successful execution of program elements
- Plan, manage, and execute group arrival and departure manifests for maximum service levels and financial considerations; proactively manage arrival/departure changes, cancellations, and additions by adding canceling transportation and staff resources
- Create routings for all transportation moves to ensure efficient and accurate directions; investigate potential street closings, construction sites, conflicting event permits or weather considerations
- Ensure all elements of program meet desirable customer service levels; anticipate elements of events to ensure comfort and safety of all guests
- Manage the service level of all suppliers utilized for program requirements; effectively communicate to all vendors the timing and delivery of contracted services; ensure vendors are knowledgeable and trained on the delivery of services required
- Select and manage staff to support the delivery of all services
- Provide accurate feedback to clients on tour inclusion choices

E) Sub-Contractor

Full services sub-contractors offer a comprehensive range of the services and products that are essential for the creation of successful tour programs. The services offered include:

- Conducting due diligence on all vendor options to insure appropriate business licensing, desirable insurance requirements, safety training, dress code and training procedures of personnel
- Negotiating costs and components of vendors services; manage the timing and delivery of all services;
- Managing financial requirements of vendor to ensure delivery of products/services including advanced deposits and final payment of invoices
- Sample list of Sub-contractors:
 - Interpretive Tour Guides
 - Step on-guide service

- Motor coach companies
- Restaurant's
- Caterers
- Boats, hot air balloons, bicycles
- Professional divers, fishing guides
- Florists
- Photography
- Print materials and badges
- Accounting Practices
- Audit all vendor invoices
- Negotiate financial considerations for all errors and omissions on the delivery of products/services
- Provide detailed accounting of all charges to client
- Capture and document all program additions on-site
- Satisfy all vendor billings in required timeframes

F) Interpretive/Step-on Guides

These men and women are specialists in their fields and experts in their own particular city or area. The choice of local guides may be made by your tour operator or you, and the guides can be most helpful to you personally, as well as keeping your group receptive and in a happy frame of mind.

A local step-on-guide can add authentic flavor to a trip, and give tremendous insight into people, their customs and cultures. Provide the service of an interpreter and narrative about the many sights to visit, shopping, local restaurants, safety notes and do's and don'ts about the region such as national parks, areas to avoid in a city etc.

Tour Guide's Responsibility to the Tour Group

The Tour Guide should report at least a half hour prior to the departure of the tour. Before local guides take your group on a visit, make sure they know the specific program promised to your clients, the one they have printed in their itinerary. If there is to be a change, or an unavoidable omission; e.g., a museum or gallery is closed; explain this to the group before they start out, to avoid any later misunderstandings or complaints.

The guide must meet first with the Tour Director to review the tour itinerary, and always introduce the local guide cordially to your clients, it gives them a good start, and they

will reciprocate with similar courtesy. He/She should be neatly dressed, groomed, and set the tone and pace according to the age and physical abilities of the clients.

Both the guide and the driver should work together in selecting routing and rest stops. The guide should not be permitted to solicit optional tours, events, or shopping without first clearing it with the Tour Director. In his presentation, the guide must give more than dates and historical facts. He should keep his clients' interest by providing an interesting "mix" of cultural understanding of a city or country.

The Professional Tour Guide/Interpretive Guides can "make or break" the tour. They are also the "eyes and ears" for the DMC, noting changes and improvements of the existing tour program by completing evaluation forms.

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

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

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

The tour guide reports to the tour director in charge of the tour. Many cities and prime tourist areas have licensed guides. These guides who understand the history, culture, and ecology of the area can get a lot said and done in a short period of time. Their knowledge of parking areas and the most efficient way to process large groups through heavily populated attractions can often save lots of time. Major United States and International European cities are places where local tour guides are predominate.

Throughout the tour, there should be a good working relationship between the tour guide and the tour director. The partnership can make things easier for both parties as well as for the tour members. While tour guides' primary functions are educational and social, they may also share managerial responsibilities, such as hotel check-in and setting up special events and dine-around programs.

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

Sample Tour Guide Duties;

- Check group in & out of hotel rooms.
- Selecting safe /clean rest stops.
- Confirm dining arrangements (other than “fast foods”) while en-route.
- Planning festive/theme dinners (i.e., welcome, farewell, anniversaries, birthdays, and folkloric presentations).
- Confirming hotel accommodation.
- Carry out tour group hotel check-ins.
- Selecting and confirming “Step-On-Guide” Services.
- Review daily itinerary with Tour Group.
- Assisting motor coach driver with directions.
- Inspect the cleanness of the motor coach prior to morning departures.
- Providing entertainment (music, videos, “touch down pools” and other forms of entertainment).
- Prepare reports for the sponsors of the group tour.
- Conduct site-inspections field reports.
- Collect comment sheet from clients.

Sample Airport Meet & Greet duties;

- Physical review of the transportation company, their facilities, dispatch and equipment is imperative.
- Provide a timeline pre-program with routing and dry runs as required.
- Conduct on-site inspection for rest stops (toilet facilities) and refreshments.
- Ensure proper communication with drivers and provide them with copies of schedule and planned events along with contact information.
- Welcome sign with group/clients name
- Company uniformed clean and pressed

Elements to consider for airport transfers

- Number of passengers per unit (coach)
- Quality & quantity of vehicles
- Proposed routes (to include; rest stops/shopping/restaurants)
- Average passenger wait times per location
- Number of staff included on vehicle
- Quality & quantity of signage
- Shuttle experience of Transportation Company
- Refreshments (water, soft drinks)
- Welcome trip information

Interpretive Guide Evaluation

The interpretive tour guides deliver and evaluate the DMC's travel product. There will be many aspects of a destination to take into account. Observe the political/crime climate; grade hotels, restaurants, and tour sites; rate the acceptance of the local community to tourism and your services. Aside from the basic transportation services, they must also consider weather conditions, attractions, nightlife and food, new tour developments.

Ask questions.

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

Tour and attraction site selection

Evaluated by DMC Supervisor _____ Date: _____

Tour Program: _____

Physical Resources

The Meeting Area

Pleasant Surroundings

Parking Area

Rest Rooms

Covered waiting area/seating

Signs with times of tours, cost, length, etc

Literature available

Landscaping/beautification

Theme of the Tour

A theme or story was developed for the attraction

The theme kept with the basic resources

The attraction is historically and/or ecologically significant

The area has been well developed

The area is well maintained

There are sufficient resources that support the theme or story

The activity is not overly strenuous for most visitors \

Transportation

Well maintained

Good safety features

Appropriate for the attraction

Tour Guide/Interpretive Guide critique

The Tour Arrangements

The interpreter arrived early
The interpreter mingled with visitors
The interpreter did not congregate with other tour guides
Any special equipment required for the tour was on hand

Orientation Presentation

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

Tour Guides Presentations

Quality of the Tour Presentation

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

The Tour Guide/Interpreter's Delivery

Loudness
Rate of speech
Clarity
Pronunciation
Grammar
Conversational style
Eye contact
Enthusiasm

Branding DMC through Staff Dress Code

From the lofty halls of academia to the DMC Staff; Drivers, Guides, Meet and Greet Service Agents and In-House Operations, those who carefully study consumer behaviour are quick to agree that a critical component for success in today's highly competitive business environment is to take advantage of a managed uniform program, so that each employee projects an identically inviting public persona. Such programs, in other words, help to assure a company's uniforms support its desired business image and there's little likelihood that a less-than-perfectly-attired employee will detract from a positive company brand. When employees wear professional uniforms, they reflect an image, or brand, that can project instant credibility to client. In essence, the uniforms DMC employees wear become intertwined with the DMC's products and services. Or, "Your employees *are* your brand." "In the end, uniforms help to assure the visitor they're going to receive quality tours and services," "A business' employees can come and go, but its uniforms can keep its customers coming back time and time again."

3.8 The role of the International Tour Director

Who is the International Tour Operator's representative?-Terms used in the travel industry for person or person's accompanying or managing tour group on behalf of a International Tour Operator

- Tour Director
- Tour Leaders
- Tour Escorts
- Group Leader

An ITD works along side the DMC staff while performing the role of a representative for the Tour Operator. Tour operators should ensure that the clients are enjoying their tour and meet their guests' needs. Their responsibilities can be very demanding—assuming the role of leader, educator, and being the first to rise in the morning and the last to go to bed at night. They can work full- or part-time, and during the "High Season" they can be gone up to 150 days at any one time. On each day and at each location, the ITD will 'check," "double check," and "triple check" the hotels, airlines, cruise ships, motor coaches, restaurants and local step-on guide services. While the tour members are enjoying a tour or evening activities, their ITD is busy preparing for the upcoming day, seeing that check-out procedures are handled and completing their daily critique and travel expense forms. While on tour, the tour members will form a special bond with the ITD and depend on the ITD to make the "intangible tour" become a reality. In addition, while on tour an ITD plays many roles;

- Educator
- Negotiator
- Problem solver
- Entertainer

SECTION IV. TRADITIONAL TOURISM OPPORTUNITIES

4.1 Traditional Touring

Fully Escorted Motor Coach Touring is the most traditional type of tours: Motor coach touring has a significant impact on the tourism industry. As a rule of thumb, one overnight motor coach tour generates approximately \$7,000 per day to the economy. Motor coach passengers have traditionally been seniors or 50+ but this has expanded recently with the growth in specialized tours like theatre and soft adventure. Indeed, charter passengers are of all ages, usually brought together by a specific event or a common interest (country & western music tour or casino trips).

4.2 Package Tours: Benefits for Travelers

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

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

These are legitimate reasons, but they are not the only ones to concerns the DMC. Certain people prefer traveling with a group to going alone. The group-tour type of traveler tends to enjoy:

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

4.3 Associating Personality Types with the Tour Program

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

Men are generally somewhat intolerant of gardens and shopping; women generally like historical homes and shopping. Try to include tour features for both genders. Age limits walking steep steps; this may not be acceptable and could change the mood of the tour group. Special plans to be made for disabled clients; many towns issue brochures and other literature on facilities for the disabled. Keep this reference data

handy. Request for your service will come from all sorts of clients requesting unique or different tour services. Perhaps it could be a mystery tour — pre and post conference or archaeology students wanting to discover new sites to dig and research.

Five Different Categories of Travelers

- *#1-Fearful:* About 10% of the population is very cautious, prefer domestic destinations, and often stay with family and friends. They can be appealed to by offering familiar and safe destinations and by emphasizing security. Their prime destination is home.
- *#2-Careful:* They represent about 25% of the population and comprise half the market for group tour takers. They want familiar destinations they've heard of, worry about foreign travel, are concerned about hassles and do their research so they don't have any unpleasant surprises. They can be appealed to by suggesting escorted tours and cruises. Marketing should emphasize stress-free travel, and offerings should be to domestic and familiar international (never say foreign!) destinations. Careful travelers favor areas such as England, Hawaii, Ireland, Australia, and other areas where English is spoken.
- *#3-Norm:* They comprise about 35% of the traveling public and mix familiar and international destinations. They are somewhat independent and therefore look for some free time on their trips. They want efficiency, low stress, and structured independence. They can be offered independent tour and city stay packages, as well as international escorted tours. They will travel on domestic escorted tours with a pre-formed group, but for camaraderie rather than security. Norms prefer destination like Mexico, Alaska, Holland, Belgium, Germany, Austria and Switzerland.
- *#4-Adventurers:* They are 25% of travelers. They enjoy independence, foreign exotic destinations, new destinations, culture and learning. They will buy escorted tours to exotic places. Special events appeal to them, as do areas such as Hong Kong, Greece and Turkey.
- *#5-Daredevils:* They are extreme and enjoy exotic, dangerous places. They are young at heart.

SECTION V. NON-TRADITIONAL TOURISM OPPORTUNITIES

5.1 Future Trends in the Travel-Tourism Industry

DMC should be aware of the future trends influencing the demands of the travelling public in designing their tour packages:

Flexibility: Searching for tailor-made packages and maximum flexibility

Concerns: Increasing recognition of negative impacts and demand for a quality environment.

Extension of Life: In search for authentic or spontaneous experiences, learning and communication with others.

Nature: Search for safe sun plus additional nature-based activities.

Active: Mental and physical exertion, new skill acquisition, or to update existing interests. Products based on entertainment, excitement or education, or some combination.

Experience: Tours are more travelled and have become more demanding consumers, unfazed by novelty and in pursuit of individuality.

Speed: Less regulations and restriction on global travel, harmonization of currencies, use of technology to speed up the travel process from reservations to the distribution of travel products.

Image-based: Image critical to ability of destination to attract tours. Tourists use destinations as branded fashion accessories to help identify themselves from the mass of tourist and to make statement about themselves to others.

- **The Matured Market:** “People with intense interest tend to be better educated, have more money and be more willing to spend it pursuing what captivates them.” Today’s matured market is more sophisticated. They are healthier, wealthier, better educated and well-traveled. Many have traveled for work and more independent. Their tastes are more sophisticated, they are not all jumping on Moro coach tours. They are used to traveling independently and not lining up in formation like the Senior Citizens in the past.
- **Elderhostel:** Known for its Adventures in Life Long Learning. They operate more than four-hundred inter-generational programs around the world. In 2005, Elderhostel launched a new brand called Road scholar. It is for adults of all ages (Elderhostel’s regular programs are for adults 55+) who value discovery and adventure. Group size limited to 23 passengers, and are upscale, unique and interesting *Sample Elderhostel Itinerary for Croatia, 2007 \$3,945.00 pp - Arrivals Dubrovnik (Croatia), 3 nights; coach to Split, 2 nights; coach to Zagreb, 3 nights; coach to Ljubljana (Slovenia), 4 nights; coach to Budapest (Hungary), 3 nights; departures Budapest.
- **The Boomer:** In 1996, the first Boomer turned 50. “Individuality” best describes the Boomers. They want what they want, when they want it, because they want

it. Boomers want it personalized, customized and relevant to them. “It’s not an age, it’s an attitude!”

- **“Mosaic Travelers”** an umbrella term used to identify people who belong to specific groups based on race, sexual preference. African-American, Hispanics and Bays/Lesbians, to name a few, are groups that like to travel together. The tours usually have especial features along with stops connected directly to the interest of the group.
- **Multigenerational family travel:** Provide a basis for a shared journey of fun, but the size of the groups are smaller and boutique in nature.
- **Family Reunions:** Families who wish to share travel experience together. The DMC or Tour Operator will have to “think outside the bus”. Their job is to plan the trip and organize details fro groups of family reunion travelers to create memorable experiences is growing.
- **Culture Vultures:** This group travels and loves to spend money. Culinary enthusiasts also spent an average of \$1,455.00 on their last trip involving culinary activities; that’s five percent more than the average U.S. leisure traveler expenditure of \$1,380.00 Culinary enthusiasts are smarty, savvy boomers who are ready to spend. Ages from 35-55-graduated form college-income of \$75.000-plus. Strong inclination to visit historic sites, science museums and art exhibits. Also, to attend concerts, plays and dance performances.
 - 46% Culinary Travelers fall into three self-defined groups:
 - 28% The Deliberate - Chose to take the trip
 - 26% Opportunistic -Not necessarily a factor in making a choice
 - Accidental - Participated in culinary/wine-related activities because they were available

5.2 Designing Non-Traditional Tourism programs

A) Passion=Profits

The best way to distinguish yourself is to cultivate a singular expertise that will separate your from the rest of the market. Selling a niche or a particular special interest not only set you apart but it also helps your target a particular client.

B) How to turn passion into profits?

- Leverage your knowledge on the destination and activities
- Develop a reputation for the destination and activity
- Focus on high end Independent travellers/families/small groups

Today the internet divides consumers between those looking for low-price, mass market products online and an elite group that demand a more specialized and customized tour

package. Research through Google has shown people are willing to pay 20 percent more if they could get exactly what they want in a tour program. 68% of frequent travellers said the Internet was too difficult and time-consuming.

5.3 Today's Challenges for DMC

Today's DMC – Tour Operator's-Travel Agents must be prepared to offer an experience that will appeal to the Boomers and, for that matter, the current group of sophisticated mature travellers.

A) How to overcome challenges?

- Focus not on the age but, on their interest and affinities.
- Tours that will resonate them.
- Find clients with time and money.
- Seek group the same economic group and affinity that provide a meaningful connection point. (Social Clubs, Special interest groups, religion, arts & crafts, nature, alumni's, educational experiences).
- Packaging and designing a number of tour features and highlights (services) that would usually be purchased one at a time, but which, in a tour package, are offered as a single product at a single price.

B) Strategic planning

Sample DMC specific goals in planning profitable tour packages:

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

C) Sample List of DMC Tour Services

Basic Services

- Airport "meet and greet"
- Airport Limo Service
- Local Sight-seeing service
- Accommodations
- On-site representative for a domestic or international tour company
- Escorting and managing the group tour

- Providing well trained interpretive tour guides

Day Programs

- Shopping Tours
- Conference, event planner
- Wedding planner
- Fishing and hunting guide services
- Soft and Hard Adventures
- History, cultural
- Music programs
- Special Events
- Archaeological
- Educational workshops

Evening Programs

- Dine-around program
- Gourmet and traditional cooking classes
- Arts & Crafts shows and “hands on” workshops
- Folkloric performances
- Health/Spas
- Pilgrimages/Religious Conferences

Sample Niche Markets

- Gay & Lesbian Tours
- Student Groups
- Senior Citizens
- Artists (arts & crafts)
- Literary and Historical Societies
- Special Events Planners
- Family Reunions
- Physically disabled

5.4 Evaluating a Destination for Non-traditional Tourism

A) The DMC who may be responsible for designing their own series of tour programs one to two years in advance should have a thorough understanding of what a destination has to offer.

B) Site Inspection-The purpose of the site-inspection is to review what the destination has to offer, without a clear understanding of how these resources fit together or what the destination could realistically hope of offer potential clients. Conducting site inspections helps identify weak links in services, accommodations, meal plans, local transportation, and interpretive guide service

C) Assessing the destination tourism potential (i.e. resource quality, accessibility and pulling (marketing) power is often overlooked in favor of the more immediate and

glamorous activity of advertising and promotion.

D) Evaluating travel purveyors is an important step for the DMC designer in the development processes.

E) Selecting important elements in designing tour packages include the unique tour features. The objective of many destinations is to maintain their tourist position against increasing numbers of destinations which offer the same tour features and to assist in maintaining tour highlights to be included in a one day tour.

F) To enhance a tour, the following could be included:

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

The DMC should include elements of the natural and man-made environment, festivals and events, activities, purpose-build facilities, hospitality and transport services. The highlights can be considering Principal Resources and Supporting Resources.

A. **Principal resources** are those which have the strongest pulling power, and usually represent the key motivating factor in the tourist’s travel decision process.

B. **Support resources** are those which supplement a destination’s principal resources and contribute to the destination’s visitor appeal, but on their own, do not represent a prime motive for the visit.

Promoting Local Resources to Niche Markets

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

Nature

- Flora: Forest, jungles, farms, wilderness
- Landscape: Beaches, unique land form, glacial, rain forest, mountain, islands, sand dunes, semiprecious gemstones, swamps, volcanoes
- Fauna: Birds, insects, wildlife, marine mammals, rare game
- Climate: Seasonal-spring-summer-autumn-winter, tropical
- Water: Rivers, rapids, lakes, thermal springs, ocean, waterfalls, snow & ice.

Heritage & Cultural

- Religious: Shrines, mosques, cathedrals, chapels, missionaries, burial grounds, pilgrimage sites and other religions.
- Heritage: forts, castles, historic building, cottages, interpretation centers, battle

- Other: dance, dress, languages, food & drink, music, art, crafts, famous residents, folklore, local traditions, archaeological sites.

Events

- Festivals: Music, Jazz, Country, drams, theatre; dance, classical ballet, national folk, literature/poetry.
- Tournaments: sports, horses, dogs, cars.

Business:

- Trade shows, agricultural, boat, spots equipment, conventions, clubs and organizations.
- Other: Re-enactments, carnivals, rodeos, parades, craft fairs, flower shows, contest; fishing, air, photos and celebrity visits.

Activities

- Recreational: Golf course, diving sites, ski slopes, hang-gliding, surfing, whitewater rafting, hunting, off-road driving, bungee jumping, horse-trails.
- Services: Retail, winter sports, art galleries, glass factory, health resorts.
- Facilities: winery tours, wildlife sanctuary, game parks, botanical gardens, amusement parks, industrial tours.

Services

- Transport: access to air, rail, sea, motor coach, other transport while at the destination to include; snowmobile, sail boat, stable, tour busses, mopeds, horse and carriage, bicycle.
- Accommodations: Hotels, 2/3/4/5/ star, B&B, motels, campgrounds, guest ranch, farm cottages.
- Reception: Information center, maps, brochures, souvenirs, interpretation, town trails, local guides, In-bound tour operators.
- Food services: Bars/pubs, coffee shops, fine dining, ethnic cuisine, international cuisine, bistros.
- Car rentals, banks, currency exchange, hospitals, telephones, email service, good water supply.
- Government support, political climate; safe, friendly, receptive to international clients.

In the old-fashioned style of touring, the average traveler's perception of an escorted tour was a rush through six European countries, hectic schedules, and being confined in a motor coach with a group that didn't provide an opportunity to "break away" for free time.

Today's tours are an escorted travel experience that combines blending motor coach travel, small ships or river cruises, or trains. Today's traveler wants a more leisurely style of travel with fewer places to visit, but longer stays with local guides to facilitate and help optimize their free time. The term "tour" is slowly being replaced by the travel-tourism industry with words such as "holiday", "excursions,"" safaris", "vacations," "programs," and "expeditions," and "journeys."

5.5 Level 1 Adventure: Soft Adventure

The phrase “green is gold” is indeed true for countries which are safeguarding natural resources that can be turned into tour programs for the environmental minded traveler. Eco-tours (nature-based) are a delicate business—and a booming industry, growing up to 30% annually as natural wonders and raised environmental consciousness draw tourists. The money that they spend helps to protect the threatened wilderness.

Who is the eco-tourism traveler?

Eco-tourism, a booming industry growing upwards of 30% annually, will continue to take a fair share of the \$3 trillion dollar receipts, as natural wonders and raised environmental conscientiousness draw tourists. This person is an intelligent, curious, adventurous, open-minded person, with an enormous appetite for nature, who selects a tour package for the experience and not for the price alone.

The so-called nature lover will take longer trips and spend more money per day than a traveler with less interest in nature, spending an average of anywhere from \$225 to \$500 per day, depending on the destination and tour components. This is a substantial increase from the client who suggests that nature was not important to his or her choice of destination and scheduled activities.

What types of tours interest the eco-tourist? He or she could be just anyone with a respect for nature, running the gamut from those who partake of nature incidentally and those who always seek out the unusual.

To lure an eco-tourist, it is recommended to have made an inventory of your “environmental riches”. You can offer experiences that enable visitors to discover natural areas while preserving their integrity, and to understand, through interpretation and education, the natural and cultural sense of place. It fosters respect towards the environment, reflects sustainable business practices, creates socio-economic benefits for communities/regions, and recognizes and respects local and indigenous cultures, traditions and values.

Sample Eco-Tours programs

- Mountains trekking
- Wildlife
- Kayaking
- Bird Watching
- Fishing
- Gold & gem mining
- Organic Gardening
- Arts & Crafts

Special Note: According to a study by Business Quarterly, travel-tourism receipts internationally, are expected to reach \$8 trillion dollars in 2007, employing over 96 million people and accounting for 48% of the trade services. With such a vast income at stake, no nation can be expected to forget the tourism option.

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

- Capitalize on a natural, physical attraction.
- Capitalize on your location (staging area).
- Capitalize on your operation and/or your area's environmental reputation
- Create something out of nothing!

Discover the "Back roads and Highways Getaways" for small tour groups

For small groups and (FITs) independent traveler, developing themes, forming partnerships between nearby industries, and emphasizing the natural strengths of highway trails, be the cultural, historic, scenic or all three. The Back roads and Highways program is a unique way of integrating both restaurateurs and local agricultural producers into the trail experience.

The trail could boast a number of fine-dining restaurants which use regional produce in their cuisine. In turn, the farmer who produced special ingredients like the vegetable featured in their dishes, offers guided tours providing visitors with an opportunity to learn more about from where their food comes from.

Sample "Back Roads and Highway Getaways" titles:

- Romantic stays at elegant country inns, spas and B&B'
- Wine Tasting and gourmet dining
- Boutique/Art & Crafts shopping
- Soft adventure:
- Guided waling tour
- Biking Programs
- Paddling adventure
- Horseback riding
- Fishing Packages

5.6 Case Study: Introduction to Agri-Tourism

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

Objectives:

Agri-Tourism's goal is to link people with agricultural products, service and experiences.

How the visitor benefits?

- Enjoys peace and tranquillity
- Develops interest in a natural environment
- Avoids overcrowded resorts and cities
- An inexpensive getaway

- Learns about the farming industry, lifestyle and traditions
- Security

Agri-Tourism visitors want:

- Location-easy to get to by air/coach/auto
- Meet& Greet – Bilingual host owners
- Private, Accommodations, w/ fireplace, B&B, Cottages, Rooms
- Exploring with local knowledgeable guide
- No hidden costs
- Safety
- No crowds

How the Farming community and farmer benefit?

- Increase earned income to the farmer.
- Increase tourism revenues to the destination.
- Serve as a sales outlet for both raw and value-added agricultural products.
- Enhancing agriculture awareness.
- Increase the community's economic potential.
- Encouraged to develop additional attractions, museums, festival and the sponsorship of special events.

Sample Agri-Tourism tour offerings for a one day visit.

- Fee fishing
- Horseback riding
- Farm museums/Demonstrations
- Petting zoos
- Heritage Education
- Local Arts & Crafts
- Nature Trails

Tour titles for extended all inclusive tours

- Traditional Country Christmas
- Wine harvest and festival
- Flower Power
- Local Country Cooking
- Family reunions
- Yoga-Pilates Retreat
- Wilderness Birding Expeditions
- Fly Fishing Workshops
- Coffee Plantation Tour

Tour Highlights to be included in a Agri- tour package

- Fresh farm organic meals
- Abundant vegetables and fruits

- Regional Wines
- Local Art & crafts workshops
- Classes on gardening
- Wildlife sightseeing
- Horseback Riding
- Local Music
- Fishing
- Historical attractions 10 minutes from your farm

Prerequisites to developing an Agri-tour program

- Farm, farming community-easily accessible
- Comfortable, private accommodations
- Menu based on good wholesome food
- Scenic vistas and link to other tourist attractions
- Attractive, clean free or odor
- Guest participation in special events and food/wine festivals,
- Celebration of different seasons
- Provide local educational lectures to better understand the food chain

The Farm Owners Social Skills & Responsibilities

- Review the goals and philosophies of the whole farm family
- Identify primary manager to perform administrative duties
- Prepared to hire and train, supervise staff
- Ability to promote themselves and their farm
- Be flexible
- Excited to meet new people
- Share farm life
- Define the amount of time to market tours and improve quality of product
- Keep tourist/guest safe

Developing an Agri-Tourism Business Plan

- Conduct thorough market research
- Have necessary resource to establish an Agri-tourism enterprise
- Attend ongoing Agri-Tourism Workshops
- Obtain necessary Insurance/Liability for guest/travel industry
- Obtain support of the local and national tourism boards

Conduct Market Research-Where to find the clients?

- Identify number of tourist visit the region
- Review demographics; sex, age, marriage status,
- Mode of travel
- Activity participation

Marketing channels to promote Agri-Tours

- Niche markets; youth, universities, special interest groups
- Networking with community activities and other farms
- Co-op marketing with Travel Industry
- Internet
- Attend trade shows

On going Management Strategies

- Achieving a desired “experience” for tour groups
- Budget advertising cost by promoting repeat clients
- Keeping capital cost down with what is already in place
- Controlling operating costs-financial management
- Plan for additional rooms/new markets: retreats, families, weddings
- Create “Off Season” tour programs: workshops, seminars, outdoor activities, wedding, family reunions, holidays.

Market Value-Added products

- Herbal plants
- Coffee, Wine
- Breeding exotic animals
- Specialty meats, cheeses, flowers, pastries
- Direct Mail/catalog of product/events

What are the risk factors and disadvantages of an Agri-Tourism Program?

- A high workload -compete with main farm operations
- Loss of privacy
- Extra responsibilities
- Modest financial returns
- Liability risk
- Financial investment
- Government regulation
- Variable guest nights
- Significant time to develop a market presence
- Lack of advertising and promotional funds
- Not properly trained

SECTION VI. COMBINING TRADITIONAL AND NON-TRADITIONAL TOURISM OPPORTUNITIES

6.1 Develop an Eye for Unique Opportunities

“Connecting with Culture”

Add-ons and packages add a cultural component to the client’s trip.”

It is common to hear about the new demand for “authenticity” and “experiential” travel. Many clients find their trips incomplete if they fail to connect with a destination’s culture. DMC now have plenty of options for add-ons that will make their client’s journey more memorable. A DMC can build a reputation based on the originality and creativity of its tours. It behooves the DMC to discover the specific needs of its client and customize its stand tours to meet those needs. An eye for unique opportunities and flair for creative writing are all necessary to create tours that will entice clients to sign up.

Step #1-Know the demographics of the group: Age, gender, history; does the group have a shared interest?

Step #2-Provide day-by-day itinerary with description for the promotional materials to be sent to clients prior to their departure from home. Many times the Tour Operator/Travel Agent/Cruise Line requesting the pre-or post- tours will include this information along with their trip kits to their clients.

Pre & Post tours are more complex than the local tours. Tour components to be considered;

- Type of tour: i.e. Adventure-Historical-Mystery Trip-Treasure Hunt-Farm Tour
- Determine the length of tour. Full -day or Half-day?
- Day of the week- Are the attraction open?
- Times/dates available for tours & recreation
- Are the tours hosted, or do individuals pay?
- Included on-property programs at the hotel; fashion shows, education seminars, craft workshop services
- Accommodation selection
- Meals that offer a variety of foods
- Over-the-road transportation
- Domestic airline reservations
- Gratuities
- Step-on guides-Interpretive Guides
- Trip Director
- Guest lecturers

Always steer clear of;

- Blighted areas
- Avoid backtracking along the same route.
- Avoid tourist sites that host cruise ship or other tour operators at the same time

Collect funds in “advance” by signing the clients up for one of the following choices;

- A) On-site registration desk
- B) Electronic registration

6.2 Sample Theme Tours

A) Behind-the-Scene Tour Experiences

Recent studies have shown a significant percentage of people, of all ages and interests, would be interested in using motor coaches as a means of transportation if they could enjoy experiences available exclusively to their group.

Therefore, it would benefit the DMC to encourage their local suppliers to create new group tours or itineraries lasting one to three days, using components available exclusively for groups. Some examples of such products would be a backstage visit to Museums, meeting with a specialist, or receiving a guided tour from a scientific expert.

B) Educational Tours

If we look at a few of the themes explored, the appeal of this formula becomes immediately apparent. For example, under the Educational Tours theme, participants can enjoy the following PRIVILEGE experience: “Behind the scenes at a City Aquarium!” In addition to a general guided tour, groups get to explore areas of the Aquarium usually reserved for the employees who work with the animals. Visitors learn all about the animals’ health, diet, and the life-support systems in place (fresh water, salt water and sea water). The group also gets a 30-minute private meeting with a diver

C) Farm Tourism

Offers the PRIVILEGE experience of “Dining with our Forefathers.” This group package introduces the various influences that have contributed to creation of Croatian culinary culture. During the lecture, a professor, head chef and researcher, presents the different Croatian culinary traditions.. To complete this unique experience, participants are served a delicious meal inspired by traditional recipes and techniques.

D) Geo Tourism

A relatively new term for travel that focuses on a destination's unique culture and history and brings focus of tourism back to the character of a place. "The enemy of geotourism is sameness...people are seeking a more experiential vacation."

The National Geographic Society- Geotourism Charter includes Guatemala, Honduras, Norway and Romania.

E) Culture Tours

The Croatian Symphony Orchestra presents the PRIVILEGE experience "Backstage with the CSO." A concert featuring an orchestra requires a lot of preparation, like choosing the repertoire, finding the scores, selecting and hiring the soloists, determining the number of musicians needed to perform each work on the program, as well as the technical preparation of the concert hall (set up of chairs, music stands, the conductor's podium, lighting, etc.). Participants are invited backstage an hour before the concert to witness the final preparations before the musicians go on stage. They can even meet with a music librarian or musician.

Learning and enrichment travel refers to vacations with authentic, hands-on or interactive learning experiences featuring themes such as adventure, agriculture, anthropology, archeology, arts, culture, cuisine, education, forestry, gardening, language, maritime, mining, nature, science, spirituality, sports, wine, and wildlife, to name a few. These are the travel experiences that broaden the mind and enrich the soul. Hands-on training is available for people whose passions lie somewhere in the broad field of arts and crafts. A growing number of trips provide vacationers hands-on lessons, often with exposure to another culture overseas or in a remote locale in North America, South America and Europe. Art is a way to understand the culture you are in.

F) Shore Excursion Tours

Shore excursions avoid the traditional tour guide holding a flag in front of a group of people who looked disinterested and lost. Our DMC company personally selected the guides to inspire you, to educate you, and to entertain you. On shore excursions, you will have your own guide, which allows you to interact with a local for each stop on your selected itinerary. We use different guides who specialize in the tour description you purchase, so you may walk with art historians, sociologists, archeologists, all people with very specialized interests. Our shore excursions may seem costly but the cities you are visiting are stimulating with thousands of years of history. As long as you have decided to make this vacation, we believe you may as well make the most of it. We are very proud of our selection of tours and our guides.

Shore Excursions: Sample fees for private Guides and Driver

Departures (Local Time): 08:00 AM (8 hrs)

Travel into ancient Herculaneum, forever preserved by the same eruption that destroyed Pompeii.

Pricing: For up to 2: \$961.00 USD For up to 4: \$1,094.00 USD For up to 6: \$1,326.00 USD For up to 8: \$1,465.00 USD

You have our personally selected English-speaking driver and his vehicle for the day.

G) Combining Cruise/River Boat Tour Packages

A cruise can be part of a tour. Many tours, for example, to Greece will include four- or seven-day cruises to neighboring islands (Crete, Samos, Mykonos, etc.) Land tours can be arranged as pre- or post-cruise tours to include 2/3 night hotel accommodations, sightseeing, and a farewell dinner.

For the DMC duties aboard ship are less taxing than touring via coach. The DMC tour designer can appeal to virtually every age bracket, taste, and budget: singles, married couples, families, retirees. The clients have a menu of choices; big band music, lectures, health clubs, computer rooms, card games, tennis, golf, bowling. The cruise lines have a very diversified and dynamic product, which makes for an excitement that is distinct from other segments of the travel-tourism industry.

A DMC's duties will include the following responsibilities in booking cruise reservations:

- Get the clients to the cruise ship on time
- Assist in the embarkation process
- Oversee baggage handling
- Hold an orientation meeting as to the facilities of the cruise ship, dining hours and other scheduled activities
- Confirm dining "seating" arrangements
- Meet with the group at specific locations and times to listen to any complaints or inform them about shore excursions or disembarkation procedures
- Escort tour members on shore excursions
- Inform group about disembarking procedures
- Collect tips for purser, wait staff personnel
- Manage transfers to the coach and airport
- See clients through security and boarding process
- Manage tickets, passports
- Provide physically assist services for those who require assistance
- See that the clients return home safely by air or motor coach.

H) Wine & Culinary Tourism

The culinary-tourism trend is being driven by the growing number of celebrity chefs in the United States and Europe. Everybody knows that you can eat well in Europe. But why stop there, when you can spend your vacation digesting the fine art of making Italian cuisine? Instead of tramping through churches, museums and shops, increasing numbers of visitors to Italy are enjoying culinary tourism: chopping and stirring, processing olives, learning how to produce wine.

This is tourism in which the opportunities for wine and/or culinary related experiences contribute significantly to the reason for travel to the destination or to itinerary planning while at the destination. A destination that boasts an official wine route and which directs individuals or groups to the region's wineries can offer low or shoulder season travel. Signs clearly marking the route can unite the region's B & Bs and small hotels and inns, annual festivals and other leisure activities, resulting in a fully integrated

“highway” or “trail” product. Additional promotional strength can derive from: local history, cultures, nature and outdoor activities.

Restaurant Teams

Four intense days of culinary instruction for chefs including Warm and Cold Italian Antipasti, Fresh Pasta, Filled Pasta, and Authentic Italian Pasta Sauces. This is very concentrated for the serious and the passionate.

Traveling Groups

Three days of culinary instruction (3 lessons, 3 hours each) dedicated to Extra Virgin Olive Oil professional tasting techniques, Italian Risottos and Pizza making. A dinner in a traditional Italian Trattoria enhances this package.

Gourmet Friends

Three days of culinary instruction (3 lessons, 4 hours each) of which includes Black and White Truffles in the Italian Kitchen, Saffron, Traditions of Herbs and Spices, and Cooking Venison Piemontese Style. In addition, you will visit a local vineyard in which you will take a tour and discover how these wines acquire their distinctive flavors.

I) Gay, Lesbian and Bi-Sexual Travelers (GLBT)

Gay and lesbian travelers are high-yield clients, with above-average disposable incomes and high propensity to travel. A remarkable 82% of GLBT travelers hold university degrees. According to recent research, the GLBT market in the US represents roughly 10% of the overall travel market, and hold passports in higher percentages than the nation average 84% vs. 29%.

Research confirms the GLBT spend \$54.1 billion annually. They are more affluent and a loyal affinity group and are among the most liberal in their spending: willing to spend a minimum of \$5,000 USD a week per person. They have less “mouths to feed,” no early school-mornings, no babysitter arrangements to make, more disposable income, and, therefore, more free time to travel.

SECTION VII. DEVELOPING A PLATFORM TO DMC STRATEGIC MARKETING

7.1 Prospecting for Clients

*Use “The Four P” method,
**Prospecting,
Profiling,
Perseverance,
Payoff***

The DMC sales department needs to find the right kind of customers or prospects—whether it means going to Trade Shows, Travel Agents, Tour Operators or direct to church groups, or clubs, or getting lists of consumers for an e-marketing campaign.

Then they do profiling to understand lifestyles, demographics, age groups, and income groups. By perseverance, they market with mailings, calls to action, and sales tools. Then they go back to the point of the marketing, making sure they promote the right kind of products, brands, styles and standards to the right audience.

7.2 Promoting and Advertising Tours and Services

In order for DMCs to promote their tours, you should:

- Have been in business for at least one year, with a proven track record of safe and professional operation;
- Provide contracted wholesale net rates to tour operators, travel wholesalers and retail travel agents. As a general guideline, requirements are 15% off retail for activities and transportation and 20-30% off retail for accommodation;
- Provide detailed pricing and program information to tour operators, travel wholesalers and retail travel agents at least one year in advance of selling season, e.g., May 2007 for the summer/fall 2008 season;
- Communicate and accept reservations by telephone, fax or email.
- Provide same-day confirmation of booking arrangements;
- Set up billing arrangements with the operator, agency or receptive tour operator.
- Accept client vouchers as confirmation of booking arrangements;
- Carry adequate business liability insurance;
- Provide support (free or at reduced rates) for international media and FAM tours
- Hold all appropriate operating licenses.
- Exhibit comments of satisfied customers on your web site

Promoting and advertising tours can be accomplished by using the following methods:

- Tour Brochures (mail out to groups and organizations, travel agents)
- Local one day tours-Hotel concierge , Chamber of Commerce
- Newspapers (Sunday Travel Section)
- Press releases (Guest speakers, new additions to the staff, new tour programs)

- Newsletters (Banks, corporations, organization newsletter-travel section)
- World Wide Web, e-commerce,
- Cruise Parties (guest speaker from the cruise lines which supply film and discount coupons and prizes)
- Travel Seminars (guest speakers on new destinations or cruises)
- Wine & Cheese receptions (to be included in all travel promotions programs)
- Post-Tour photo exchange parties (post-tour parties “Invite their friends”)
- Wholesaling tours through the retail travel agents (Offer the Travel Agencies 10%/15% commission on scheduled tours)
- Promoting tours in nationwide print magazines i.e. A great publication for exciting unusual and adventure tour, such as Specialty Travel Index—
www.specialtytravel.com

7.3 Conducting FAM Tours

DMC Conducting FAM tours for Tour Operators, Travel Agents and Travel Press

Planning FAM tours is to consider the knowledge it gives about the area and the availability of what a planner may want to incorporate into a package. This is especially helpful in the marketing aspects. To use the information gathered, Tour Operators should take the things they like, or their travelers would like, on the FAM and put them on a map to see if the trip would be doable in the allotted time span. FAM’s should involve viable locations and reputable planers, The time Tour Operator expend on a FAM trip will translate into easier itinerary arrangement afterward, better and more engaging tours and will help not only their own tours, but also help fellow planners and the destinations as well. The most powerful thing for a DMC/Tour Operator/Tour Designer is to experience the product—to understand, for example, the value of good Inbound Destination Tour Management companies, Interpretive Tour Guides, hotels, and restaurants, different modes of transportation, and tourism sites and attractions. Travel literature often overlooks the shortcomings of the country or city it is promoting. It is your task to objectively review the destination and be able to advertise your office staff and clients.

7.4 Potential DMC Co-op marketing partners

- Retail Travel Agents (FAMs, Brochure development)
- International Tour Operators (brochure development & FAM trips)
- Associations and Special Interest Groups (brochure development, group presentation, travel fairs and dinners)
- Regional and National Tourism Boards (Trade Show, distribution center, web site hosting)
- Consortiums & Host Agencies (marketing to retail travel agents offering commission 1 10%-16% commissions + incentive overrides)
- Travel Press (site inspection, press releases, newsletters)

7.5 How to prepare a Press Releases

While the DMCs press release may have all the elements necessary to generate interest and result in news coverage, chances are the press releases will not become a feature story. So why send them?

The answer is simple: press releases do much more for you than simply generate automatic publicity. In fact, most marketing professionals understand that a good press release is one that doesn't need to generate publicity in order to be successful. There are a number of benefits to putting out press releases that add value to the DMC message.

A) Name recognition. While your destination or name of DMC services may not be immediately recognizable to your potential customers, it will be one that sticks in the minds of the editors and reporters who receive your press release, but only if that release is written in a memorable way. For instance, if DMC Company X sends out a release announcing a series of Historical Tours of Croatia, that isn't enough to be memorable. However, a release details the featured Tour Highlights and Tour Features professionally escorted by known historian that offers the Interpretive Tour Guide as an interview source is definitely one that an overworked media professional would appreciate and remember.

B) Web site enhancement. Look at some of your competitors' Internet offerings. How does yours compare? Is your site a static site that offers only general information on your company, or does it have an updated news section that details the latest happenings in your company? Your press releases become instant news for your Web site. It's one more way your message can be seen by your potential customers.

C) Rapport building. Remember those editors and media types who received your press releases that gave them story ideas? Now's the time to have your marketing director make contact. The goal is to get a sense of how they can promote your company as a source for their stories. Lending your professional opinion to a story is the fastest way to distinguish yourself as an expert in your field. What better way to generate new business?

D) The key to press releases is to understand exactly what fringe benefits you receive from sending them in the right way and with regular frequency.

7.6 How to Market your collateral materials?

Four steps to promote your collateral materials include:

Step One

Describe your trip using benefits rather than features. That is, don't just say what's included, but describe why that is a good thing for the travelers.

Step Two

Promote mental imagery of the area to be visited. Paint pictures with words to put your

prospects in the picture.

Step Three

Use words like “safe, secure and helpful” with “free time, activities” for Adventurers.

Step Four

Reinforce pre-existing positive images. That is, if you know your prospects associate a particular destination with fabulous scenery, make sure you play up this aspect in your collateral material

7.7 How to Promote a Tour Brochure

DMC Promotional Brochure Distribution channels include:

- Co-op marketing with Travel Industry partners
- Trade Show distribution (trade and consumer direct)
- Consumer distribution
- Retail Agents

Sample-DMC Brochure

Tour Operator’s Company Logo

Your logo can help your company gain instant recognition!

This is your signature, company logo, or emblem. It may merely be your company name in distinctive type or it could be a piece of art which includes the company designation. Whatever you choose should be pertinent, attractive, readable and flexible. Consider how it will look in an ad, on letterhead, on your window, or luggage or on brochures. Try to be original and distinctive.

i.e. “Leaders in Global Journeys” ©

7.8 How to design a Tour Brochure

Your tour brochure should literally “jump” from the agency’s brochure rack into your prospective client’s hands! There is a great deal of information you can include, but some items must be included to ensure that your clients’ expectations match the tours you will provide

A) Creating Tour Highlights

The DMC should take advantage of tourism resources and turn them into Tour Highlights to be included in marketing a well designed tour itinerary. Planning and designing tours demands researching the popularity, cost, and transportation to a destination. The planning and meals for the tours depend upon your target markets, demographics: age, income, interest and major airports with international connections.

B) General Information & Terms and Conditions

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

- A thorough description of what is included in the program

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

C) Layout of a Tour Brochure

Page One

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

Pages Two and Three

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

- Front cover with company logo
- Signature item
- Name of destination
- Photos and bio of Interpretive Tour Guides
- Tour date (optional)

Pages Two and Three Format

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

Page Four

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

- Tour highlights
- Tour features
- Map
- General information about the destination

- Information about the company (optional)
- Sample day by day itinerary

Page Five

- Should outline the tour conditions, price, visa, or passport requirements.
- Tour dates and cost
- Responsibility clause
- Tour conditions
- General tour information, terms and conditions

Page Six

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

Don't forget to print in BOLD the following:

- For additional information or reservations, contact: (Your name)
- Collect calls or toll free
- web site, email address
- Who to make the check out to or credit card payment through PayPal
- Deposit and/or final payment schedule (no charge for credit card processing)

Additional List of Services to Include in your Promotional Brochure;

- Area served: Region or state
- Climate: Weather conditions for destination sites
- Equipment: Auto, motor coaches, boats, other
- Specialty: Nature based tours, historical tours, etc.
- Driver Guides: Services which are performed in English or language of their choice, licensed driver/guides
- Interpreters: French, German, Hebrew, Dutch, Spanish, and Japanese. List languages and rates (minimum of four hours).
- Meet and Greet service available in same languages.
- Season rates: All destinations have Low, Shoulder, High and Black out periods and should quote rates accordingly

Remember, once you have decided what to say and to whom you wish to say it, you must know how to present the information in an interesting and compelling manner. Here is where your creativity is a must. By “spotlighting the unique differences” such as

attractive graphics, maps, and local artwork you can enhance a plain brochure into one that is successful and eye catching.

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

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

D) Email Blast

Subject: Welcome Charleston to She Loves to Travel

“Sample E-MAIL BLAST & CO-OP (Collette Tours) MARKETING CAMPAIGN-I



Welcome to She Loves To Travel. She Loves to Travel is pleased to introduce their 2006-2007 collection of tours and cruises offered by Collette Vacations to rich and distinctive cultures which hold enduring appeal for the sophisticated traveler. Often to beautiful remote places that are fast gathering focus on the insatiable traveler's map

g.e. Mitchell
Author, Tour Designer & Lecturer

Travel this year with Collette Vacations & She Loves To Travel!



Discover Tuscany

9 Days · 12 Meals
Departs: October 12,
2006
Twin Rate: \$2,659 pp



The Wonders of Iceland

8 Days · 10 Meals
Departs: August 8, 2006
Twin Rate: \$3,139 pp



Canadian Rockies by Rail

10 Days · 16 Meals
Departs: September 7,
2006
Twin Rate: \$3,449 pp



Alaska Discovery Land & Cruise

12 Days · 26 Meals
Departs: September 7,
2006
Twin Inside Cabin:
\$3,549 pp

7.9 International Trade Shows

Luxury Travel Expo 2007

Las Vegas-Being held from December 4-6 at Mandalay Bay Resort & Casino in Las Vegas, is the only travel event entirely dedicated to providing suppliers and agents a forum for dialogue and education concerning all things luxury. Now in its ninth year, **Luxury Travel Expo** continues to be the most influential luxury event in North America, instructing agents on how to effectively promote and sell the luxury market

The Ultra-Luxe Traveler

- The affluent are shifting from the tangible to the intangible, which means their spending is less about consumption and more about how it will enhance their lives.
- The affluent want their trip to be about more than shopping; they want it to be about education and self-actualization.
- \$1 million income is no longer a rarity
- 69% of the wealthy have been affluent for fewer than 15 years and many are self-made.

National Trade Shows (Hospitality & Tourism Industry)

www.ntshows.com

Cruise Lines Trade Shows and distribution channels for shore excursions

Contacts for the Cruise Industry

International council of cruise lines: www.icl.org

Cruise line links:

www.cruising.org

www.cruises.tgn.com

www.seamax.com

www.travusa.com

www.icl.org

www.cruisetourworld.com

Seatrade Cruise Shipping Convention

The International Exhibition and Conference Serving The Cruise Industry

March 10-13, 2008, Miami Beach Convention Center

Miami Beach, Florida, USA

International council of cruise lines

With strong industry partners, an evolving trade show and conference program, sponsored functions and receptions, and an aggressive marketing campaign, you will be joining a powerful platform.

Seatrade Cruise Shipping offers you the opportunity to be part of the industry's most authoritative professional showcase. No other event in the world attracts such a broad range of industry players.

Sales and Marketing Support

CMP is one of the world's largest exhibition and conference organizers with the global resources to develop and implement a promotional campaign to facilitate each exhibitor's trade show success.

- **Advertising and Promotion:** Print ads promoting attendance at Seatrade Cruise Shipping appear regularly in industry related publications, many with bonus distribution at various industry events. Regular newspaper advertising around the world keeps the Seatrade Cruise Shipping paramount in the minds of the cruise industry.
- **Editorial Coverage:** The show is regularly highlighted by popular industry publications. Show dates are added to calendars of events worldwide. Press releases are issued on a regular basis.
- **Direct Marketing:** Thousands of brochures, flyers and postcards promoting the event are mailed directly to cruise industry executives worldwide on a year-round basis.
- **World Wide Web Marketing:** Visitors to our website, www.cruiseshipping.net can access complete exhibition and conference details, register for the event and request additional information.
- **On-site Media Coverage:** Over 220 journalists from all over the world will be on-site to provide up-to-the-minute press coverage. The daily show newsletter will highlight daily events and exhibitor activities

USTOA (United States Tour Operators Association)

Present USTOA member from Croatia

Elite Travel-Atlas Travel-general Tours-Croatian Tourism Board

Benefits of joining:

Croatian DMC's/Tour Operators can introduce their services to USTO

Members by using the Table Top" concept which allows on-on-one scheduled appointment with members of USTOA.

Insurance: Recommended 1 million E & O Insurance

Contact: www.ustoa.com or www.ustoa.travel Phone: (212)599-6599

Active membership:

Must produce 18 references from a variety of reputable travel industry organizations, be in business for at least three years with the same ownership, meet specified minimum of passenger/dollar volume, carry minimum \$1 million liability insurance with worldwide coverage, and post \$1 million for participation USTOA's Travellers' Assistance Program

What does the \$1 million insurance cover?

- Active Member bankruptcy
- Active Member insolvency
- Active Member cessation of business
- Failure of USTOA Active Member to refund consumer deposits within 120 days following its cancellation of a tour(s) and or failure to complete performance of a tour.

Destination Marketing Organizations- www.destinationmarketing.org

As the professional association for approximately 1,300 individuals of the CVB (convention visitors bureau) industry, this association provides educational resources and networking opportunities to help its members succeed in their jobs.

- Quality education for DMO professionals
- Industry research and information
- Public relations and branding
- Leadership and peer networking opportunities
- Exchange with industry vendors and service providers, many designed exclusively for DMOs

NTA-National Tour Association-USA

One of the great benefits of NTA membership for international tour operators is the opportunity to meet locally based U.S. operators who have distribution, know the local markets and can provide wonderful opportunities to promote your products within North America, Bronwyn Wilson, CEO/Owner of Australian Pacific Touring, said.

NTA membership provides a community to connect with business prospects around the globe. More than 630 tour operators, 2,300 tour suppliers and 800 destinations comprise the NTA family.

There also are many ways for travel companies to facilitate new business opportunities or increase existing business through NTA.

- The NTA Annual Convention, held in November, is the place where business gets done. The Tour & Travel Exchange® is the heartbeat of NTA's Convention,

consisting of 65,000 seven-minute appointments during which destinations and tour suppliers sell their area or services to tour companies.

- The Tour Operator Spring Meet, held in late March or early April, is NTA's tour-operator-only annual meeting where operators can get back to the grassroots of business with face-to-face partnering sessions in a more casual environment.
- NTA has helped facilitate five Product Development Trips since 2001. These trips provide the association's tour operator members with a chance to see different destinations and allow them to meet with local travel professionals to explore future partnerships. The venues for the trips have included: France (2001), Great Britain (2002), Italy (2003), Switzerland (2004) and China (2005).

Total Membership List

NTA Members - US\$150

Nonmembers - US\$950

www.ntaonline.com

Market tours and Networking through Travel consortiums

Offering DMC tours and services through a consortium provides the DMC with a channel of distributing the retail travel agency community.

How the retail travel agent benefits? Consortiums' offer the retail travel agents - purchasing power, training, a help desk, high override commissions, airline ticketing, and marketing assistance.

- www.uniglobe.com
- www.Etravnet.com
- www.wtpa.com Travel Partners Affiliates
- www.iatan.org International airlines Travel Agent Network (IATAN)
- www.nacta.com National Association of Commission Travel Agents (NACTA)

The Professional Association of Travel Hosts offers new opportunities to DMC's and International Tour Operator's

PATH Travel "a community for host agencies" offers suppliers (DMC's-Tour Operators-Cruise Lines) will find it more efficient to provide webinars or other training to the independent agents affiliated with its members rather than separate training sessions for individual host agencies.

Suppliers interested in prospective membership should contact Andi McClure-Mysza at 626-821-0343-www.pathonline.travel

Present list of PATH members:

www.atlastoursandtravel.com-www.americashostagency.com-www.dtmgi.com-www.duganstravels.com-www.ictravelhost.com-www.ictravel.com-

www.magellan360.com-www.MTravel.com-www.aticket2travel.com-
www.tprionline.com-www.uniglobetravelusa.com

Other consortium, franchises, co-op or marketing groups:

www.carlsontravel.com 600 plus agencies

www.etravco.com: 1,200 agencies

www.travelsavers.com: 2,851 agencies worldwide

www.vacations.com: 5,100 agencies

www.globaltravel.com: 37,000

The American Tourism Society

www.americantourismsociety.org

Not-for-profit detiantion-marketin organization focuses on under-served tourism regions including the Baltic, Central/Eastern Europe, Russia, and the Mediterranean/Red Sea. Membership open to governments, tourism executives, tour operators, cruise lines, hotels and car rental firms. Members account for \$4 billion in sales and 3 million travelers annually.

SECTION VIII. TOUR DESIGNING “WEAVING IT ALL TOGETHER”

8.1 Image and Experience

Presentation: G. Mitchell USAid project-Jordan (non-traditional)

Will your tours suggest a mental image of what the client will “experience”? The essentials of all tours include air transportation, rail, cruise ship, motor coach. Creature comforts; hotels, cabins aboard ship, well planned meals with focus on local cultures, special events; professional tour guiding; all “hidden” taxes and tipping to service staff at hotels and restaurants. Being able to negotiate rates and block space, coordinate all the intricate details of an itinerary are things that the clients take for granted? Once this segment has been completed, you start packaging the Tour Highlights (activities, special events) along with the Tour Features (transportation from their home town, first class hotel accommodations, all meals, professional local guide services, private coaches) and last but not least full escorted by member of the DMC staff.

8.2 Four Step Process on Planning a Successful Tour Route

A) Pacing and Balance

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

- I. **Pacing:** This is the exciting, yet frustrating part of tour designing, converting the idea into a practical itinerary that works. Laying out the day-by-day program with tours, meals, and other tour components.
- II. **Balance:** An important aspect of itinerary planning. Introducing a variety of activities into the tour. Even though a group may be a history tour, no one will want to study or visit historical sites the entire trip. Offer variety to balance out the tour.

Step One

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

Step Two

- If you have not recently done the route, carry out a preliminary reconnaissance of the entire route, recording notes and comments. If you have recently done the route, this suggestion may not be necessary—but things change quickly. There are new roads, new one-way streets, and restaurants open and close and parking spaces vanish, so be careful. It is better to be safe than sorry on the day of the tour.
- Make preliminary arrangements in person for coffee, meals, entry, etc. Check costs and how they should be paid.

- Is there a parking free? Some tourist attractions charge at the gate before you can park; others allow free parking so that those not interested can sleep or go for a walk instead.
- Prepare visual aids you may like to show to the group, perhaps an old photograph to compare with the present view.
- If needed, create and duplicate handouts, maps, etc. or collect materials from the local tourist board for distribution to the group.

Step Three

Return home and prepare commentary summaries on cards for reference. If you already have these on file from previous excursions, re-read and update them if you have not done that tour recently. Make a point to inform your staff and drivers of all changes and that they have copies of your routes and rest stops.

Step Four

One of the easiest ways to plot out an itinerary is to use a daily check list. This ensures that no days or tour features have been overlooked. For example, on Sundays or holidays, are the shops open or closed? Pace the program, considering how quickly or slowly the itinerary moves. Free days allow you and your staff to regroup and plan for upcoming next sequence of events that will be delivered by the tour guide. So often, because of a DMC's desire to show the group everything, too much is packaged into the trip. Allow free time for your tour members to shop, wander about the community, relax, and take photos.

B) Mistakes to Avoid

- Selection of bad hotels, hotel in wrong locations, hotel amenities not conducive to leisure travelers
- Motor coaches without air conditioning, restrooms, or those with mechanical problems
- Step-on-guide rude, indifferent, not knowledgeable about their city/country
- Pacing of tour too fast or too slow
- Meals, restaurant under staff, food poor quality and lack of choices
- No evening activities-(optional touring)
- Too many clients on one tour
- Tour Guides not trained
- Destination not safe
- Airline not non-stop to the destination's hub city
- Cruise line oversold

The list can go on. That is the reason a professional DMC seeks quality service and that the tours appeals to the customer's particular interests. To avoid the list of "mistakes" and plan a flawless tour, it is recommended that the DMC conduct a Pre-Tour Site Inspection, that they visit the destination to obtain first-hand experience to see

attractions and to evaluate the tour features and tour highlights being offering in the tour programs.

SECTION IX. GENERIC DMC FORMS

9.1 Client Pre-Tour Trip Kit and General Information package

Trip Kit to include:

- Hotel Voucher: _____
- Airline/cruise Tickets: _____
- Transfer Voucher _____
- Outfitter's Vouchers: _____
- Guide's Service Voucher: _____
- Meal Vouchers: _____
- Baggage Tags: _____
- Trip Insurance: _____
- Information regarding tour guides/trip director: _____
- Contact for next of kin/family members: _____

9.2 Sample Cover Letter for Clients

Dear _____

This trip information is extremely important and we urge you to read it carefully and take it with you on your trip. (Name of Tour Director) cannot be responsible for services you may miss if you fail to read this information. This cover letter is accompanied by the final trip information on the following:

- Necessary clothing
- Sample menu
- Any changes in tour itinerary
- Weather conditions
- Name of tour guide who will meet them at the airport
- Reminder to attach enclosed baggage tag to their luggage
- Do's and Don'ts of the community/country
- Shopping

Ensure that the client has proper walking shoes and clothing for inclement weather. Prepare the client for the level of activity which he will encounter, whether it be:

- Soft adventure
- Medium adventure
- High-risk adventure

Don't forget to do the following;

- Check to see that your passport is valid
- Attach baggage tags to your luggage
- Check with doctor about malaria prevention and other health concerns
- Don't forget your airline tickets

Essential personal items to take on the trip.

- Sunglasses
- Sunscreen
- Camera, film, batteries, zip-lock bags
- Copy of any prescription and ample supply of prescription medications
- Flashlight, batteries
- Insect repellent
- Field glasses
- Lightweight poncho
- Hat with brim for sun protection
- Lip balm
- First-aid kit
- Swiss army knife
- Water bottle

Clothing Suggestions:

- To protect you in case of rain and from the sun, both short- and long-sleeved cotton shirts.
- Jeans and hiking pants
- Light-weight jacket or wind-breaker, and cotton sweater
- Walking and tennis shoes
- Swimming attire
- Snorkeling and diving equipment

Luggage

- Medium-sized suitcase or duffle bag
- Waterproof cover or bag

Documents and Accessories

- Copy of travel insurance and number in case of an accident
- Travel documents
- Inoculations and medication
- Money
- Water
- Routing
- Tipping instructions
- Airport "Meet and Greet" service
- Final instructions.
- What not to take
- Do's and Don'ts while on tour

9.3 Sample Tour Vouchers

Arrival / Transfers

All tour participants will be met upon arrival at the Airport. Please hand the enclosed Arrival Transfer Voucher to your driver when you arrive.

Tour Guide Services Voucher

Enclosed is a voucher for the: Client Name: _____
Date: _____ Tour(s) _____ &
Services _____ Value: \$ _____

Welcome and Farewell Dinner Voucher

Our welcome and farewell dinners will be held on the following dates:

Welcome Dinner Day/Date: _____ Location: _____

Farewell Dinner Day/Date: _____ Location: _____

Value: \$ _____

SAMPLE-Hotel Voucher

Date: _____ Dear: _____

A voucher covering your hotel reservation is enclosed. Please have this voucher with you when you check into the _____ Hotel(s) _____

Hotel voucher indicates, on the upper left-side of the page, the amount you have prepaid to us for your hotel accommodations. When you check out of the hotel, you will be responsible for paying for any other charges you may have incurred such as laundry, phone calls, etc. The hotel will accept cash, travelers' checks, and major credit cards. They will not accept either a personal or business check unless you have made prior arrangements with the hotel manager or Tour Director.

Hotel Voucher

Voucher No. _____ *Present This Coupon For
Reservations Specified.*

VALUE \$ _____ Number in party: _____

To: (Name of Hotel) _____

For: (Client) _____

Street Address _____

City, State, Zip _____

Provide: 3 Double rooms + Tax _____

Special Request: Rooms to be adjoining _____

Arrival Date: _____ Departure

Date: _____

Value stated includes reservation only as specified. Other charges should be paid directly to hotel or party supplying additional services.

Tour Director

(Signature) _____

Distribution: Original –

- Client /1st Copy –
- Hotel/2nd Copy –
- Travel Agency (Tour Wholesaler)
- 3rd Copy – DMC/Client's file

9.4 Sample Site Inspection report

Destination Highlights

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

Cultural Activities: _____

Other: _____

FOOD:

Type of Local Foods: _____

Specialties: _____

Local Wines and Liquors: _____

List of Recommended Restaurants:

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

NIGHTLIFE:

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

Nightclubs: _____

Theatre: _____

Opera: _____

Ballet: _____

Folkloric Plays: _____

Dances: _____

Casinos (public or private): _____

Remarks: _____

SHOPPING:

Duty Free Shops (locations and hours): _____

Recommended Stores: _____

Best Buys: _____

Local Crafts: _____
Open Markets: _____

Hotel Inspection Form

Date: _____ Inspector: _____

Name of Hotel and Address: _____

Country: _____

Owned and operated by: _____

Type of Property: _____

Commerical: _____

Resort: _____

All-inclusive: _____ Yes: _____ No: _____

Location of hotel: City _____ Beach _____ Mountain _____ other _____

HoelManager: _____

City: _____

Phone: _____ Emial: _____

Web

Site: _____ Fax: _____

FirstImpression: _____

Hotel Proximity Information (Record distance to): _____

NearestAirport: _____

Hotel to airport limousine service: Y _____ N _____

ConventionSite: _____

Embassy or Consulate: _____

Shopping: _____

CulturalAttractions: _____

Hospital: _____

Hospital Address and Phone number: _____

Type of clientele you would recommend for this destination:

SIGHT-SEEING:

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

Local Attractions:

Historic/Famous Buildings/Landmarks (admission costs):

—

Guide Services (names, Phone and fees):

Special Interest Tours:

Recommended Tours:

RECREATIONAL ACTIVITIES:

Special Sporting Events (dates and costs): _____

High Adventure Trips:

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

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

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

Other:

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

Conventions and Trade Fairs: _____

Cultural
Activities: _____

9.5 Sample DMC Tours and Services Evaluation Report

Remember that the Tour Operators are your peers within the trade. Consider comments as a means of adopting changes and improving your DMC services in order to continue receiving your business. Comment Sheets should be filled out and mailed to DMC after they have had an opportunity to relax and give the trip some thought. Hasty letters or comments reveal uncertainty and show that you have put forth little effort. All parties concerned are deserving of your “professional opinion.” Both compliments and constructive criticism will be well received and replied to if they are formulated with full consideration.

It’s important for DMC’s to be objective about negative comments—they can often tell you more about the success or failure of the tour than the positive praise you receive. A tourist may say nothing at all when the hotel is overbooked or the room service is inefficient, and you could be lured into thinking that all is well, when that tourist is really critical of the facilities. If they think the tour guide talked too much and their presentations are too long, they might say nothing but the DMC will find out by their comments on the evaluation form. Take all comments to heart and determine which flaws in the tour can be fixed in the future and which were just odd occurrences that can’t be helped.

Evaluating the Interpretative Tour Guides

Evaluating the Interpretative Tour Guide is critical to the success of a DMC. The importance of having a qualified Interpretative Tour Guide cannot be overstressed. The interpretative tour guide can plan itineraries to retrace historical links for history buffs or bird watchers, or also plan a program where the client is escorted to areas of destination which have been “untapped” by other travel companies.

However, tourism works in an inescapable cycle. Guidebooks and tour brochures trumpet the latest so-called “undiscovered place,” but like so many places before them, in their turn they too become discovered and mundane.

How can a DMC avoid overtaking the environment and causing a destination to become mundane?

- Hiring the services of a proper interpretative tour guide rather than a local city guides who is more interested in selling one day tours and stops at souvenir shops.

To be completed by ITD, Group Leader/Event Planner

1. Did the tour meet your expectations? Yes No Not sure
2. What was your opinion about the pacing of the tour?
A) Too rushed Too slow Just right
B) Not enough free time Too much free time
3. How did you feel about the balance of activities on tour? (Sightseeing, museum visits, shopping, cultural events, etc.?)
There was a good balance of activities. Yes No
Too many of the same types of activities Yes No
Too many different types of activities Yes No
4. Which parts of the tour did you like best? _____
5. Which parts of the tour did you like least? _____
6. What changes, in your opinion, would have made this a better tour?

Tour features/highlights to leave out:

Keep same hotels or change to a different location:

Recommendations (hotels):

Improve

activities: _____

New programs that are available that should be included in future tours:

7. What was your opinion about the meals provided on tour?
(A) Too many meals packaged into the tour
 Not enough meals packaged into the tour
(B) Not enough variety in the cuisine
 Too many strange native foods
 Too much standard American fare
8. How would you rate the price and value of this tour?
 Too expensive Just right A bargain
9. What was your opinion of the hotels you stayed in?
 Good Bad Average

11. Please rate the performance of the tour guides (step-on guides) who met the group

Local Guides: (fill in name or city)

_____	Yes/ No	Why: _____
_____	Yes/ No	Why: _____
_____	Yes/ No	Why: _____

12. How would you evaluate the service you received from the In-Bound Destination Management Company?

___ Good ___ Bad ___ Average

Comments: _____

14. When is the best time of year to run this type of tour?
Yes _____ No: _____

15. What length of time would you recommend for this tour?

___ 5 days ___ 7 days ___ 10 days ___ 2 weeks ___ 3 weeks ___ 1 month

Would you manage this group again? Yes: _____ No: _____

SAMPLE- Client's Tour Evaluation Form

Your clients' evaluation of their tour is extremely important. Without an honest opinion from them, the tour designer will not be able to make changes and improvements in the itinerary. Thus by writing and requesting their input, a dialogue is established between the client and the travel company.

This evaluation should be mailed to the tour participants within seven days after their return, along with a self-addressed, stamped envelope. Allowing a longer period of time to elapse will result in less meaningful answers on the evaluation. Clients will forget important details and put less time and effort into completing the evaluation form

Name of Tour Guide(s): _____

Date of tour: _____ ***Destination/Cruise:*** _____

To help us serve you better in the future, we ask you to take a few moments to complete this tour evaluation form. A postage- paid return envelope is enclosed.

We thank you, and look forward to seeing you on another tour.

1. Did the tour meet your expectations? Yes No Not sure
2. What was your opinion about the pacing of the tour?
A) Too rushed Too slow Just right
B) Not enough free time Too much free time
3. How did you feel about the balance of activities on tour? (Sightseeing, museum visits, shopping, cultural events, etc.?)
There was a good balance of activities. Yes No
Too many of the same types of activities Yes No
Too many different types of activities Yes No
4. Which parts of the tour did you like best? _____
5. Which parts of the tour did you like least? _____
6. What changes, in your opinion, would have made this a better tour?
(Things to Include, things to leave out, different hotels, different activities, etc.)

-
7. What was your opinion about the meals provided on tour?
(A) Too many meals packaged into the tour
 Not enough meals packaged into the tour
(B) Not enough variety in the cuisine
 Too many strange native foods
 Too much standard American fare

8. How would you rate the price and value of this tour?
 Too expensive Just right A bargain

9. What was your opinion of the hotels you stayed in?
 Good Bad Average

10. Please rate the performance of the tour staff who accompanied you on tour.

11. Would you like to travel with this person again?

Tour Manager: Yes ... No Why: _____

Group Leader: Yes ... No Why: _____

Local Guides: (fill in name or city)

_____ Yes No Why: _____

_____ Yes No Why: _____

_____ Yes No Why: _____

12. How would you evaluate the service you received from (Name of Tour Company) before, during and after the tour?

Good Bad Average

13. How did you learn about this tour? (Circle all that apply)

- From the organization from other tour members
- Trade show Meeting from the travel agent
- Tour flyer Advertisement
- Direct mail
- Web site
- Tour Operator/Travel Agent

14. When is the best time of year for you to travel? _____

15. What length of tour do you prefer?
 ___ 5 days ___ 7 days ___ 10 days ___ 2 weeks ___ 3 weeks ___ 1 month

16. I would like to received information /Newsletter on (Name of Tour Company)
 next tour. ___ Yes ___ No

If you have any friends who might enjoy learning about our upcoming tours, please provide their names and addresses and we will add them to our mailing list. (Please print or type.)

SECTION X. SAMPLE TOURS

10.1 Sample Austrian Spa and Organic Food Preparation Tour

Introduction-Wellness Vacations is the sum of all the relationships and phenomena resulting from a journey and residence by people whose main motivation is to preserve or promote their health. They stay in a specialized hotel which provides the appropriate professional knowledge and individual care. They require a comprehensive service package comprising physical fitness/beauty care, healthy nutrition/diet, relaxation/meditation and mental activity/education.



Experience Austria with all your senses. See the amazing architecture of Vienna and let the scent of freshly brewed coffee lead you to one of Vienna's famous coffee houses.

Wandering through Austria, you will experience the country's beautiful nature and you will get to know the country's people and their specific traditions.

Relax and unwind amidst unspoilt scenery. Restore your energies on an ideal wellness vacation in Austria...

The package includes:

- Transfer service from and to the airport
- 1 night in 4 Star City Hotel, in double rooms, breakfast included
- 6 nights in a 4 Star Hotel, breakfast, lunch snack, afternoon snack and dinner.

- Coach Tours for; Vienna – Bad Kleinkirchheim – Vienna
- English speaking tour guide for the whole trip.
- Welcome dinner at a Viennese organic food restaurant.
- City Tour of Vienna
- 2 Austrian organic food - culinary courses with a chef
- 2 Austrian guest lectures on organic food and rejuvenation.
- Hiking, walking trips according to the program of the hotel and the local tourist board.
- Typical Austrian mountain hut evening with traditional music.

Not included:

- Flights
- Additional travel expenses
- Personal belongings
- Drinks

Optional:

- Day trip to beautiful Venice
- Day trip Grossglockner – National Park Hohe Tauern
- Day trip National Park Nock mountains

Day 1: Vienna – City Tour and Evening Welcome

Morning: Arrival

Arrival at Vienna airport and transfer to your centrally located 4-Star hotel in Vienna.

Vienna

Vienna is one of the most beautiful cities in the world. With all the extravagances of the Habsburg Empire, its elegant palaces, magnificent churches, old cobble stoned lanes and a culture which resonates with music and romance, it is an all-time favourite with tourists worldwide.

Afternoon

Historical City Tour: Schoenbrunn Palace - Ring - Schoenbrunn Palace – Belvedere (Approx. 3 hrs)

This tour will give you an overall impression of Vienna’s most significant sights. Along the Ringstrasse we will show you numerous magnificent buildings, such as the MAK, the State Opera House, the Museum of Fine Arts and the Natural History Museum, the cultural district of the “Museumsquartier”, the former Habsburg winter residence, the Hofburg, the Parliament, the City Hall and the Burgtheater. The highlight of this tour will be a visit of the showrooms of Schoenbrunn Palace, former summer residence of the Habsburg family and home of Maria Theresia. The MAK features temporary exhibitions of applied and contemporary art, as well as unique

permanent and study collections. On the way back to the opera we will pass by the Belvedere Palace, former summer residence of Prince Eugene.



Welcome Dinner at the organic and wholemeal food restaurant - Lebenbauer



Day 2: Vienna – Bad Kleinkirchheim

Coach tour to beautiful Bad Kleinkirchheim (South of Austria)
Bad Kleinkirchheim - An oasis of well-being amidst the Nock Mountains
We travel to Bad Kleinkirchheim, the first “Alpine Wellness and Wellbeing Village”, which lies in the middle of the Nockberg mountains’ pristine nature. Thermal spas, golf, skiing and wellness guarantee holiday fun all year round. Bad Kleinkirchheim’s strength lies in its versatility and balance. The village distinguishes itself for its unique combination of Alpine fitness and the big variety of wellness oases, as well as for its sport and fitness possibilities which combine exercise and freedom in pure nature.



The next 7 days you will spend in the 4* Harmony hotels Bad Kleinkirchheim.

Harmony hotel Kärntnerhof

An enjoyable experience for the whole family, offering something for all ages ...
 An indoor pool with myriad water attractions and games, special massages, dry and herb sauna, steam cabins, "Temple of the Muses" relaxation area and hot-whirl tower, massages for old and young right in the hotel.

Harmony hotel Kirchheimerhof – "The feel-good hotel above the rooftops of Bad Kleinkirchheim"

The new 2,500m² large "Harmony Sun Kingdom" wellness centre with a view of the Carinthian Nockberge Mountains offers a variety of different thematic saunas, grottos, indoor- & heated outdoor pools and whirlpool hot tubs. Trust the highly qualified therapists of our Care Center and enjoy the benefits of special wellness and beauty treatments.

Note: Treatments with herbal plant "Speick"!



Our "Well-Harmony-Philosophy" emphasises "endless" services for body, mind and spirit for all guests who stay in a Harmony Hotel of their choice and have free access to all the facilities and services offered at the other Harmony Hotels.

The wide range of sports and entertainment programs include joint summer & winter activities such as hiking,

golfing, stick shooting, evening programs in rustic chalets or weekly “Harmony Highlights“, including morning & wellness walks, culinary hikes, festivities in the Wegerstadl hut and wine tasting with experts.

A most important part of the Well-Harmony-Philosophy is the opportunity to relax & rejuvenate in the baths and saunas while enjoying the leisure facility offerings of all Harmony Hotels at no cost.



Services include:

- Generous breakfast buffet
- Daily lunch snack in the lobby.
- Afternoon cakes
- Five-course dinner menu with salad bar.
- Weekly walking, hiking and sports programs.



Additional program:

- Austrian lecture on organic foods in Austria and health.
- Austrian evening at a mountain hut with typical food and music.
- Organic food cooking courses with an Austrian chef.





Day 8: Bad Kleinkirchheim – Vienna

Morning: Relax or enjoy another part of the beauty program before we head back to Austria's capital, Vienna. Transfer back to the airport. There is an evening flight back to U.S.A.

10.2 Sample Low (soft) Adventure Tour-Canadian Rockies

Canadian Rockies, Cariboo Helicopter Tour

Experience our most comprehensive journey through the Canadian Rocky Mountains! Spend two nights each at two legendary Rockies resorts, The Fairmont Banff Springs and The Fairmont Jasper Park Lodge, followed by an adventure into the alpine wonderland “at the top of the world,” where you discover the secret pleasures of summer in the Rockies!

Arrive Calgary / Banff

Tour departs: Calgary Airport at 3:00 PM. Your Tour Director will be at the airport from 2:00 PM. If you arrive the day before, you may join the tour at the Delta Bow Valley at approximately 1:00 PM. Cross the last few miles of prairie and head into some of the most beautiful mountains in North America, the Canadian Rockies, arriving in Banff National Park at your magnificent resort set in the heart of the park. We invite you to join us tonight for a casual welcome dinner. Meals D

Banff National Park

Banff is a storybook village surrounded by magnificent alpine scenery! Start the day with a raft trip on the Bow River; see Bow Falls, Tunnel Mountain and Surprise Corner. The rest of the day is free for you to enjoy Banff’s optional activities; take advantage of the resort’s many facilities. Tackle one of the hotel’s fine golf courses, pamper yourself in its world-renowned spa, or perhaps explore the charming town. Meals BD

Lake Louise / Icefields Parkway

Take a beautiful drive to see Lake Louise, traveling between towering peaks, over silver streams and past glacial gorges. Travel the Icefields Parkway, one of the most awe-inspiring roads in North America; view the soft blue waters of Peyto Lake, named after one of the early mountain pioneers. Literally every bend of this road unfolds a panorama of snow-domed peaks, lakes and waterfalls! It is hard to imagine the forces of nature that created this scenery; you may see moose, elk, deer, bighorn sheep and black bears. View Athabasca Glacier, which feeds the water system for one quarter of North America. Your home for the next two nights is The Fairmont Jasper Park Lodge, one of Canada’s most popular resorts, set right in the heart of the national park. Meals BLD

Jasper National Park

Today is at your leisure to spend in this lovely lakeside setting, with an opportunity to enjoy many optional activities. You might choose to hike, bike ride, swim, or just enjoy the scenic grandeur of the mountains and lakes surrounding your resort. Try a championship golf course, guided walks, tennis - or maybe even whitewater rafting! Meals BD

Helicopter to Cariboos

You are about to experience the thrill of heli-exploring! Travel through Yellowhead Pass to the helicopter staging area. From here each heli-group of 8 – 11 persons will

shuttle into the Cariboo Mountains and the Cariboo Lodge. Meet your hiking guides and assemble on the pad to “lift off” into a wonderland of soaring peaks and emerald valleys. During the afternoon, your helicopter will transport you to several breathtaking alpine locations. The guided hikes are designed to accommodate everyone, with hikes suited for every generation of the family and every ability. Hiking elevations will vary in the Cariboo Mountains according to locations selected, but most will range in altitudes from 3,600 ft. to 9,900 ft. Your first taste of this adventure will energize you as you marvel at the endless vistas! Return to the lodge, located at a comfortable altitude of 3,600 ft., to enjoy the amenities and share tales! Meals BLD

Heli-Hike the Cariboo

After breakfast, begin a full day of heli-hiking. “Take-offs” and “landings” will position you for hikes in high alpine meadows watered by melting snow and dotted with bluebells, mountain alder and Indian paintbrush. Other flights will bring you to ridges surrounded by waterfalls, or you may be taken to the surface of a glacier; guides describe the geology and incredible sights around you. Back at the lodge, relax and reflect – the diversity of landscapes within the Cariboo also harbors a vast diversity of wildlife habitats. Meals BLD

Cariboo to Calgary

Travel from the extraordinary alpine world of the Cariboo back to Calgary. View the rugged mountain scenery of the Canadian Rockies as you travel the Icefields Parkway again; it will have new meaning after your days in Jasper and the Cariboo. Join us for a farewell toast this evening to celebrate this memorable adventure through the Canadian Rockies and the mountains beyond. Meals BLD

Journey Home

Tour ends: Delta Bow Valley, Calgary. Fly home anytime; airport transfers are not included. Allow a minimum of two hours for flight check-in - flights direct to the United States clear U.S. customs in Calgary. Meals B

10.3 Sample Classic Spanish Wine Journey

Tour Highlights and Tour Features Include:

- All Transportation and Transfers for 8 full days (unless otherwise indicated): For 12 People, by Mercedes Coach.
- Bilingual English-Spanish Guide, specialized in food and wine
- Accommodation for 7 nights in charming, very luxurious 4 & 5 star hotels, and a castle in wine country, double occupancy with private bath
- Minimum 7 VIP Winery Visits with Exclusive Cellar visits and Premium Wine Tastings of best wines
- Champagne Aperitif in VIP Area at 5* Star Hotels
- 5 Lunches with Wine (Tapas and formal sit down venues)
- 4 Gastronomic Dinners with Wine
- 7 Full breakfasts
- Bottled water, juice, soft drinks and snacks throughout the journey
- Keepsake Bound Itinerary with Wine Maps, City Profiles, Shopping Tips, etc of the destinations on your tour
- Keepsake menus, signed by the chefs
- Gourmet Gift on arrival in your room
- Various Wine Gifts
- All Activities Described in Itinerary (visit to the wine museums, castles, etc)s
- All Local Taxes

Day One

- Arrive Madrid, transfer by luxury Mercedes/ coach from the airport to your centrally located hotel, converted palace dating back to the 1800's.
- Free afternoon in Madrid to catch up on your sleep, go shopping, have lunch, etc.
- Early evening Walking Tour of Madrid's historic Bourbon and Hapsburg quarters, to take in: The Royal Palace, Opera House, The Puerta del Sol, the Gran Via, Cibeles and Correos, Neptune's fountain, etc.
- The gastronomic walking tour will include: Champagne aperitifs, and various wines and tapas dishes such as smoked cod, spicy peppers, Bellota (acorn fed) ham, Spanish omelette, octopus, calamari and even paella. Wines by the glass from Rueda, Toro, Penedes and Jerez.
- Late evening on your own to enjoy Madrid's nightlife.

Day Two

- Full Breakfast at Hotel in pretty room overlooking Opera House
- Free day on your own to enjoy the Prado Museum (classic painters such as Velazquez, Goya, El Greco Tiziano, Zurbaran, Murrillo, etc) and the Reina Sofia (Modern painters such as Picasso, Dali and Miro), etc
- In Madrid, there is also excellent shopping for top quality shoes, clothes, leather, perfumes, artisan ceramics and glassware, olive wood, and the best

gourmet products Spain has to offer (virgin olive oils, wine vinegars, saffron, smoked paprikas, etc)

- Tonight, dinner will be a night to remember: a Gourmet six course feat with wine matching at new avante garde restaurant in Madrid's charming Malasaña barrio

Day Three

- Full breakfast Full Breakfast at Hotel in pretty room overlooking Opera House
- From Madrid, we will make our way north to the luscious red wine region of Ribera del Duero, where we will spend two wonderful nights at a hotel amid the vines, and take in various VIP winery visits to such famed cellars as Ismael Arroyo (with its 15th century wine caves), La Pesquera, Condado de Haza and Alion (owned by Vega Sicilia).
- First Winery visit, followed by typical Castilian lunch at a beautiful restaurant overlooking the Duero river, Second VIP winery visit and afternoon to relax at our 5* Wine Hotel (where we will have the option to enjoy vineyard walks before dinner).
- Dinner on your own at the highly esteemed restaurant at the wine hotel, Ribera del Duero.

Day Four

- Full Breakfast at Hotel
- From Ribera del Duero - we'll visit a famed cellar such as Abadia Retuerta for a private tour and wine tasting. Before lunch, we'll visit the Ribera del Duero wine museum, located in a stunning castle in the vast plains of Castilla y Leon. The sommelier will lead us through a tasting of various local wines and we'll have free time to enjoy the museum and the views from the castle's ramparts.
- Lunch will be waiting for us in a medieval village below, in a typical "Asador", with a lunch to include roast lamb, slow cooked in ancient wood-fired ovens, unforgettable!
- The late afternoon will include an excursion to a pretty village nearby and we can even visit an excavated site of Roman mosaics.
- Dinner on your own at the hotel or taxi to a tavern in the village

Day Five

- Full buffet breakfast in the castle
- From Ribera del Duero, we'll head northeast to the hillier, lovely wine region of La Rioja. We will enjoy a first visit to a historic winery, to see where Rioja's quality wine history began. This cellar dates back to the 1860's, and is French in style (the French lent much influence to Rioja during this period). A private visit followed by wine tasting and tapas (light lunch) will be on today's menu.
- After the visit, we'll carry on to the medieval hill top wine town of Laguardia. Check in to our wine hotel, with views of the vines. Afternoon on your own to relax and discover this pretty village, full of wine shops, mansions, and gorgeous views of the Cantabrian mountains and vineyard covered valley.

- Dinner will be exceptionally atmospheric gourmet dinner in an art nouveau castle, a gourmet Riojano feast. Overnight in the castle!

Day Six

- Full buffet breakfast in the castle
- Today is a major wine tasting day, with VIP visits to 2 famous estates- one historic, one modern
- The first special winery visit is to Marques de Murrieta (beautiful, historic estate complete with castle). VIP winery visit and tasting of all wines on the market, along with special old vintages. The next winery visit is planned for the lovely modern cellars of Finca Valpiedra.
- Gourmet lunch in pretty, historic restaurant nearby in Rioja wine country, with vino, of course!
- Late afternoon and dinner on your own in the atmospheric medieval village, where a multitude of gourmet restaurants abound.
- Extras: Wine Gift at each winery, personalized tasting sheets

Day Seven

- Full buffet breakfast in the castle
- The futuristic winery of Ysios, designed by Santiago Calatrava is the first visit today. The winery is tiny and the visit will be short, but you will marvel at his architectural genius and enjoy the views looking back up at Laguardia across the vines.
- From La Rioja, our wine journey continues on to Navarre, the beautiful aristocratic region just east of la Rioja, which borders France. We will visit the pretty village of Olite, a town famous for its fairy tale castle and its wine. We'll climb the ramparts and turrets of the castle, enjoy an aperitif in a 14th century converted monastery and then sit down to a gourmet feast paired with excellent wines from Navarra. Reservation only, lunch not included in price
- The drive back to La Rioja will take in ancient pilgrim roads, and we might even see some pilgrims with their scallop-shelled staffs, making their way for Santiago de Compostela on the route known as "Saint James Way".
- Our farewell dinner tonight will be marvellous, in a 16th century nobleman's mansion, now a gourmet restaurant. Day Eight: Full buffet breakfast in the castle

Day Eight

- Today, we make our way back to Madrid, but first we'll stop in historic Burgos, with its 13th century Gothic Cathedral, for lunch. Lunch will be a rustic affair in a beautiful old restaurant with wood burning ovens.
- We'll visit the lovely "Casco Viejo" of this ancient village, the old stomping grounds for the Knights of the Templar, before driving south to Madrid. If time permits, we'll enjoy a coffee in the historic village of Lerma, near Burgos.
- Our wine journey ends in Madrid and we will drop you off at the airport or your next port of call.

End of services

10.4 Sample Familiarization Tour of Ireland

Fully Escorted Irish Harmony Tour

**We invite Travel Agents and a Companion to experience our NEW Irish Harmony
Tour**

Air from JFK, Boston & Chicago

7 Days – \$579 Net (Companion \$20 Supplement)

Single Supplement: \$199 Net

*Featuring: **Dublin - Kilkenny - Waterford - Blarney - Killarney***

Breakfast & Dinner Daily

Special available departure date: December 07, 2007

Tour Includes:

Round-trip air on Aer Lingus from JFK, Boston or Chicago.

Five (5) nights accommodation at first class hotels.

Full Irish breakfast daily, except for day of arrival.

Dinner each evening.

Ground transportation by deluxe motorcoach.

Services of a professional Celtic Tours World Vacations driver/guide throughout.

Visits to the Guinness Storehouse, Waterford Crystal, Blarney Woollen Mills, Bunratty Folk Park*

(*Chicago passengers will not visit Bunratty Folk Park, as return flight departs early morning).

Porterage of one (1) suitcase per person.

Tips and taxes in Ireland

(NOTE: Gratuities to the driver/guide not included).

Select hotel inspections.

Cocktail Hour and Celtic Tours World Vacations Educational Seminar.

Pub Entertainment and Shopping.

Hotels:

Drogheda - The "D" Hotel - 2 nights

Waterford - Dooley's Hotel - 1 night

Killarney - Killarney Towers Hotel - 2 nights

Promotional Note:

BOOK A GROUP OF 25 WITH CELTIC TOURS WITHIN 60 DAYS OF YOUR RETURN FROM THIS TRIP AND WE WILL REFUND YOU THE COST \$579!!!

10.5 Scenario of a fully Escorted 8-day Italian Tour

Number of clients: 40 tour members

Destination

ITD: Ms. Rose Watkins

Tour Operator: Global International Tours

Day 1- Activities: *ITD arrives at airport 2 hours before departure. Check with flight schedules and departure gates. Secures a space or airport lounge to assemble the tour group.

Group arrives: Check passports/airlines tickets and boarding passes. Count heads, reconfirm meet and greet services in Rome.

Potential Problems:

- Airline oversold
- Flight delays due to bad weather
- Client forgets passport

Sample “Meet & Greet Sign”

Welcome Royal Oak Garden Club

Tour desk hours: 9:00 am-5:00pm daily

Welcome dinner: 7:00 p.m.

Location: Garden Room Suite 2nd floor

For emergencies contact Mrs. Rose Watkins Room #323

Upon Arrival:

Once the group has identified their luggage and cleared customs, the DMC Meet & Greet agent will lead them to their bus or buses. Each ground operator/In-Bound Destination Tour Operator has their own system for transferring the tour participants and their luggage.

- *For large groups*, the participants will be transferred directly to the hotel and the luggage taken separately by truck.
- *For small groups*, most likely the porters will put the luggage on the same bus with the participants that are why it is extremely important that the tour director keep an eye on the luggage and maintain an accurate count at all times (use copy of rooming list).

Don't depart for the hotel without taking a head count. If more than one bus is being used, the ITD should make sure everyone has boarded, and then ride on the lead bus so as to be the first to reach the hotel.

For group of forty-five passengers or more, it is recommended that you hire an escort to assist in controlling the group - one leading and the other bringing up the rear.

Hotel-DMC Hospitality Desk

Group: Royal Oak Garden Club

Why a hospitality desk? The hospitality desk is the center and base of operations. This is the place where participants will come for information, for answers to questions, to seek help on problems, and to sign up for activities. Needless to say, this area must be kept attractive and reflect a neat, businesslike atmosphere.

Who manages the hospitality tour desk?

The local DMC office will assign a representative to manage tour and sell optional tours, and address any problems or emergencies that might occur. They should be experienced in managing tour groups and be knowledgeable about the local restaurants, tourist sites, shopping, hospitals, and evening activities. After the trip participants have checked into the hotel, the hospitality desk must be staffed at all times, as the program dictates, generally 8:00 a.m. to 10:00 p.m. The exact hours will be determined by the DMC and ITD In Charge. A felt board or blackboard should be set up in the immediate area of the hospitality desk. The board should feature the day's activities and any important messages which should be conveyed to the group—for example, a change of a scheduled function or check-out time.

Sample Sign for Hospitality Desk

Attn Tour Members from “The Royal Oak Senior Club”
Optional tours and excursions (not included in the tour program)
Harbor Dinner Cruise: \$75.00 per person
Every night @ 8:00pm
City Walking Tour of the Old Town \$25.00 per person
Departs hotel @ 9:00 am Monday-Friday
Antique Shopping tour w/lunch \$45.00 per person
Departs hotel every Wednesday @ 12:00 p.m.

Day2- Rome- Activities:

ITD clears customs with group and collects luggage with local porters. ITD searches for the Meet & Greet tour local DMC Company, boards coach with group. ITD counts all luggages, introduces group to local guide and reviews itinerary and hotel check-in procedures with guide service.

While en-route to the hotel, the ITD re-welcomes the group, reviews the day's activities, answers questions and concerns and facts and tips about Rome. Tour group arrives at hotel, collects key and distributes them to the clients. Confirms afternoon city tour of Rome and Welcome Dinner.

Problems:

- Rooms not prepared
- Clients experience Jet lag& Culture shock
- Group arrives at 11:00 am and check-in is 2:00 p.m. local time
- Group tired and HUNGRY
- Hotel overbooked

Evening Welcome Dinner. Group to meet with local DMC and staff (tour guides etc.)

Opportunity for DMC to marketing "optional tours".

Sample Optional Tour & Activities Bulletin Board

Selling Optional Tours

Selling optional tours can bring additional income to the DMC (10%-15% commission) when promoting local tour packages. The local DMC company should maintain a listing (times, prices and tour highlights) for their clients at the groups "hospitality" desk.

Sample Work Schedule for Hospitality Front Desk Staff

TIME: 9:00 am – 7:00 PM
Agent on duty: Jacques Molin

Day 1 through Day 8
9:00 am - 4:00 P.M.-tour desk
5:00 P.M. - 7:00 P.M. –evening activities

DMC Staff-duties for tour group

- Airport (meet group and assist in transfer to hotel) Hospitality Desk
- Manage Hospitality Desk
- Organize Welcome cocktail Party - Blue Room
- Welcome Dinner - Sun Room
- Dispatch group to go on city tour
- Prepare for "Welcome" Dinner in local restaurant – organize transfers

Day3- Activities: Tour group scheduled for full day tour of Rome.

Problems:

- Long lines at tourist sites. Some tour members not able to stand in line

- Unable to understand the tour guide (speaks too fast, all about history; group loses interest)

Day 4 Activities: All day tour. Group tired and wants to cancel scheduled evening activities

Day 5 Activities: City Tour.

Problems:

- Tour member slips on hotel step and breaks foot and ITD spends day at the hospital with the injured tour member.
- Group is left in the hands of the local tour guide.

Day6: Activities:

Group is scheduled for wine & culinary tour outside Rome. Late return a few members over indulged. ITD returns to hospital to pick up injured client.

Day 7- Activities:

ITD has group meeting with clients to prepare for their departure for home.

Problems:

One client has misplaced their passport. ITD spends valuable hours searching for passport. Three hours later, passport found on tour bus by DMC operations.

Rest of day ITD prepares for “Farewell Dinner” and passes an envelope around to all tour members for tips to be given to driver and tour guide.

Farewell Dinner, opportunity to review departure notices, collect evaluation reports and photos of local DMC staff.

Sending Home the Tour Group

Two days prior to departure for home, the DMC should start preparing the tour members for the return trip—the end of a memorable holiday. The past few weeks have been great, an escape from reality, Experiencing a dream vacation come true, with new friends, exotic sights, culinary delights, and being serviced by a host of travel suppliers always on hand to attend to their needs and demands. For you, this could very well be the most important part of the tour—“preparing the clients to return home”.

Departure Notices

These forms are supplied by local DMC. The purpose of the departure notice is to advise all participants when their bags will be picked up by the bellman, the time their transfer leaves from the hotel, and their flight time. The forms are filled out with the appropriate information by the DMC. “The Departure Notices” are then distributed to all participants the day prior to their departure\

Sample Pre-Departure Notice

Sample-Departure notice: "Royal Oak Senior Club"

Sunday June 8th coach to leave hotel at 6:00 am Sharp!

Please have your luggage outside your room at 5:00 a.m.

for transfer to the airport

Breakfast served in the lobby 5:30 AM

PHASE I: Pre-Check-Out Briefing

Local DMC to assist the ITD by anticipating the group's questions and schedule a meeting for tour members to

cover the following details:

- Check-out time (hotel or cruise ship)
- Baggage handling pick-up time by bell captain
- Departure time, baggage tags
- Location for group pick-up
- Breakfast
- Airport, Group check-in, Seat assignments
- Duty-free shopping, customs declaration forms and limits
- Assurance that all tour members have the proper documents (passports, airline tickets)
- Departure taxes (pre paid or do your have the clients pay for them?)

Special Note: "Tipping" DMC Staff-Tour members will be given advice on this subject in their documentation kit, such as "Gratuities to escorts, although customary, are not required. Any such expression of appreciation should be offered on a voluntary and personal basis."

Sample Pre-Departure Notice

(To be delivered to each room/distributed at the hospitality desk)

SAMPLE TOUR GROUP DEPARTURE NOTICE

Room Number _____

Client's Name: _____

Pieces of Luggage: _____

Breakfast: Time: _____

Location: _____

Time of Day: _____ Date: _____

Please have your luggage packed and placed out side your room for pick-up.

Check that your special bag tags are securely attached to your luggage.

Extra tags may be obtained from your Tour Director.

Your transportation will depart from the hotel for the airport.

Your _____ Flight No. _____ will depart Destination: _____

Please check with the cashier regarding your incidental account prior to leaving the hotel
(no later than two (2) hours prior to departure).

We hope you have enjoyed your holiday and wish you a pleasant journey home.

It has indeed been a pleasure serving you.

Please Note!

1- Don't forget your passport and airline ticket

2- All tour members are responsible for their carry-on luggage.

Hotel Departure Procedures

Bag Pull List: In order that the bellmen can pick up the luggage when the group is leaving the hotel, the Tour Director will make a bag pull list. This is a numerical listing of all room numbers of the group. A copy of the bag pull list is given to the bell captain of the hotel the day prior to the group's departure. It should be given to him as early as possible on that day so that he will have adequate staff on hand to move the luggage. The bag pull list shows the time at which bags should be pulled; also from which rooms the luggage is to be moved. The ITD should retain a copy of this list and distribute copies of the list to his travel staff.

Sample Bell Captain's Check-Out Form

Hotel: Bellvue Hotel

Attention: Bell Captain

Group: Royal Oak Group

Departure Date: May 12th, 2005

Time: 6:00 am

Special Instructions: Motor Coach Company: Global Tours

Date/Time received by Bell Captain:

(Signature)_____

Tour Director: Ms. Rose Watkins

Room #:212

Special Note: Do not wait until the morning of departure to review the accounting. You will be too busy organizing the group for their transfers and checking the luggage.

Day 8-Activities: ITD has 4:00 am wake up call. Motor coach arrives on time to load luggage and transfer the clients to the airport.

Problem:

- One piece of luggage is missing. Bell Captain placed luggage on another tour bus by mistake.
ITD directs tour group members for "security check" supervises luggage check in and seat assignments. Group disbands and spends time in duty free shops.
Arrival JFK ITD spend afternoon helping clients claim their luggage and make connecting flights.

Problems:

- Two tour members miss their connecting flight.

- ITD reschedules tickets to depart following day and secures hotel room outside the airport.

Tour Operator's- Welcome Home Letter to Clients

A cover "Welcome Home" letter should indicate how pleased you were with the results of the tour, and that their names have been added to the "*preferred*" mailing list. In the future, they will be receiving a list of upcoming trips along with discounts, free trip insurance, VIP luncheons, etc. If the ITD has taken a group photo of the tour members, it helps to include a copy for each tour participant. Also, mention the planning of a post-tour reception. All replies are private and confidential.

PHASE II: Checking Out of the Hotel

Twenty-four (24) hours prior to departure, DMC and ITD you should meet with the hotel accounting department to review all billing. This is the time to note charges that are not part of the general billing (i.e., tour members' bar charges, etc.) and to have the tour member pay for his incidentals at the front desk of the hotel.

10.6 Sample Mid Adventure Tours

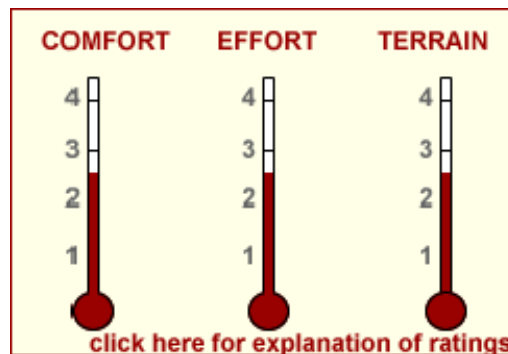
Level II Hiking Tours

SECRET SWISS VALLEYS HIKKING TOUR

Spectacular high level trails in the northern portion of Switzerland's canton Valais offer spectacular views over the Pennine Alps and Europe's largest glacier, the Aletsch. The northern Valais receives little tourism other than from the Swiss themselves, who keep a number of these sunny, quiet valleys north of the Rhone for themselves.

From charming, chalet style inns that epitomize the simple pleasures of alpine culture, we explore the network of trails and secret valleys that cut into the southern side of the Bernese uplands. Along the way, we'll visit the resort village of Montana, the old spa town of Leukerbad, and the lesser known villages of Blatten, Bettmeralp, Belalp and Fiesch. In addition to many spectacular high level trails, some of which can be accessed by lift, we will walk along the flanks of the Aletsch glacier, a new World Heritage Site and learn about the beauty, dangers and environmental threats to these giant living relics of the last ice age.

RATINGS



Every one of our trips has a unique blend of elements, including adventure, physical challenge, and comfort. Some tours offer moderate outings from very comfortable accommodations, with nothing to raise the hair on your neck. Other tours will get your pulse going, from excitement as well as effort. To help you browse our selections more quickly, you can refer to our meter symbols, which attempt to assign a quotient to each of the three elements.

COMFORT

1. Primarily simple accommodations including huts and simple inns.

2. A mix of simple accommodations and charming country inns or first class inns.
3. Primarily charming country inns and first class inns with best accommodations available in remote locations.
4. All superior country inns and first class accommodations.

EFFORT

1. Gentle hikes up to 8 miles with 1500 feet of elevation gain.
2. Moderate hikes up to 10 miles with up to 2700 feet of elevation gain.
3. Moderately strenuous hikes up to 12 miles with up to 4000 feet of elevation gain.
4. Strenuous hikes exceeding 4000 feet of elevation gain.

TERRAIN

1. Well maintained and graded mountain paths.
2. Steeper, well maintained mountain paths possibly with rough footing.
3. Steeper, occasionally maintained mountain paths possibly with rough footing and/or exposure.
4. Steep, rarely maintained mountain paths with exposure and rough footing.

** A note on our adventure quotient: even the tamest trail can present a wild adventure in unusual conditions, and snow, fog, lightning, rockfall, landslides and avalanches can completely change the nature of all levels of hiking terrain.*

Level III Adventure-Sample River Rafting Tours Colorado River Rafting Trip Itineraries

2-Day Moab, Utah Rafting Trip - Day 1

- 10:00** Meet your river guide. Pack overnight gear and dry bags.
- 10:30** Depart on scenic shuttle ride to put-in.
- 11:00** . Rig boats and pack overnight gear.
- 11:30** Launch on the “Mighty and Friendly” Colorado River!
- 11:45** Enjoy an amazing side canyon hike.

- 12:30** Hungry? Enjoy our fresh and filling all-you-can-eat lunch!
- 1:15** Resume rafting, swimming in the river and soaking up the postcard scenery.
- 1:30** Games on the raft as you splash and swim.
- 2:30** Run "Onion Creek" rapid.
- 3:30** Make camp at big sandy beach under the shade of Cottonwood trees.
- 4:00** Relax and play frisbee, horseshoes and other beach games.
- 5:30** "Happy Hour" complete with yummy appetizers.
- 6:00** Savor a delicious steak or salmon dinner complete with a scrumptious Dutch oven dessert.
- 7:00** Relax around the campfire and under the stars! Nightly entertainment and river traditions shared around the campfire by your multi-talented guides.

2-Day Moab, Utah Rafting Trip - Day 2

- 7:30** Wake up to the smell of fresh, brewing coffee.
- 8:00** Enjoy a delicious cowboy breakfast.
- 9:00** Launch!
- 9:30** "Rocky" rapids... "Yee ha"!
- 10:00** Take in the breathtaking scenery as you continue down this beautiful river corridor. Cool off in an inflatable kayak.
- 10:30** "Ida Gulch" rapid...nice waves
- 11:15** "White's" rapid... Hold on and look out for the big hole!
- 11:50** Stop on a huge sand beach.
- 12:00** Fill-up on our fresh and filling riverside lunch.
- 12:45** Resume rafting and savor the last bit of this quiet, peaceful escape!
- 1:00** Surf City! Surfing isn't just for the ocean...

- 1:15** “Salt Wash” rapid
- 1:15** Prepare for return to the “real world”!
- 1:45** “Big Bend” rapid
- 2:00** Take-out at “Big Bend”
- 2:30** Return to Moab.

10.7 Sample Art, Culture and Heritage River Boat Cruise through France

Traditional cruises are losing more ground to river cruising. The ship isn't the destination; the country is. With a capacity of 150 passengers, the guest cruise through local towns and villages offering panoramic sightlines and resonant sound. An important fact is size and intimacy. Customers accustomed to luxury are the most predominant clientele of river cruising but also appeals to price-conscious groups who may want a small food and wine trip.

France-Barge Tour-Fine Art and History Tour

French art and culture are illuminated on this barging adventure, which begins in Paris and follows the Seine and Loing Rivers. Experience picturesque villages, historic chateaux(s) and magnificent formal gardens along the way. Explore the Ile-de-France, central region of the country, which became home to the Barbizon painters. View scenic landscapes that inspired these masters. Study the School of Barbizon and its artistic influence. Conclude your barge journey near the river Loire and then spend two days surveying the works of these great artists, as well as the French way of life, in Paris.

Lunches are excluded from the program cost so you can explore local restaurants on your own. Walking up to two-miles a day and standing up to two-hours a day.

Itinerary

Arrival to Paris, embark the Fleur, 7 nights (ports of call: Paris, Melun, Moret-sur-Loing, Nemours, Neronville, Montargis), coach to Paris, 2 nights; departure. Some program departures operate in reverse order and mooring places are subject to change due to water levels and local conditions.

Aboard the Fleur

Focus on the history of the region and examine the chateaux, gardens and painters, which added to its rich culture and worldwide artistic influence. Lectures focus on the techniques of Impressionist painting, the lifestyle and day-to-day activities of the Barbizon painters and the contributions of specific artists, such as Alfred Sisley, Theodore Rousseau and Jean-Francois Millet.

Field trips include Vaux le Vicomte, a 17th century chateau with magnificent gardens designed by artist, Andre le Notre; Chateau Fontainebleau; Barbizon, home of the "plein air" painting school and the Girodet Museum in Montargis, named for the famous artist. Activities include demonstrations by artists at work and the opportunity to try your hand at painting in the impressionist style.

Sample Elderhostel Tour-IRELAND

Ireland's storied scenery is nurtured by warm, fast-moving currents from the Gulf Stream. Walk through the picturesque coastal and inland mountains, lakes and bog land of the Emerald Isle. Amid the island's lush, green landscapes and even palm trees, uncover the history, culture and wildlife that have taken root in Ireland's unique combination of geography and climate.

Highlights

- Observe a sheep dog trial demonstration at the Kerry Sheep Centre.
- An archaeologist-led excursion to the spectacular Dingle Peninsula.
- Walk amid Luisitanian flora and fauna in the rugged landscape of the Burren.

Activity Particulars

Walking 2-4 miles a day; some hikes 6-10 miles; mixed trails/paths, open hillside, often hilly/rocky. Ascents/Descents 150-350 feet to 500-1,150 feet.

Days 1-7

Set beneath Ireland's highest mountains, Killarney is the gateway to the Ring of Kerry and Dingle peninsulas, where Irish language and traditions still thrive. Walk through Killarney National Park, from seaside Glenbeigh to Kells, to Glencar, along the Kerry Way, the Old Kenmare Road, to Ladies View, Muckross House, and Inch Beach. Illustrated lectures introduce County Kerry, rural life, Milesians and their mythology, the Great Famine and the world's first nonviolent mass movement.

Days 8-14

En route to Clifeden, stop for a lecture and a walk on the karst landscape of the Burren. Explore Aughnanure Castle—the 15th-century tower fortress of the “ferocious O’Flahertys” that clings to a rocky island on the River Drimneen. Trace Irish art development and Ireland's progress from the mythic to the modern era. Narrated excursions introduce the bog and moorland scenery of Connemara National Park and the mystic Aran Islands. Keep your eyes peeled for seals on a walk along Killary Harbour—Ireland's only fjord.

10.8 Sample: Spa, Culinary and History tour of Charleston, South Carolina

Awards & Honors

- Charleston, SC was ranked the number one safest and culturally most fascinating city in the US by *TravelSmart*.
- Among the “World’s Best Unspoiled Destinations”—*National Geographic Traveler*
- Charleston, South Carolina, named America’s “most mannerly city” for 10th consecutive year—Etiquette expert Marjabelle Young Stewart
- *Travel+Leisure* ranked Charleston the 8th “Top City in the United States & Canada”
- Charleston, SC area named a “Top 10 Art Destination in the USA ”—*American Style* magazine
- “Charleston is still an uncrowned city of human scale, where church steeples remain the highest points. As Emily Whaley says of her garden, this is a place to let your soul catch up with you.”—*Conde Nast Traveler*
- “The soul of horse drawn carriages. Mansions dressed up and looking almost bejeweled with their wrought iron terraces and gates. Secret alleys lit by flickering lamps. Charleston may well be the most romantic of cities.”—*National Geographic*
- “In my opinion there is nowhere in America which expresses the European appeal as much as Charleston, South Carolina. From the English to the Spanish influence it gives the city the most unique feeling in America.”

U.S.A.

Day One

- Arrival Meet & Greet at airport
- Managers cocktail party
- *Sunset evening tour* by horse-drawn carriage-Your guide will introduce you to Charleston’s rich-history, from plantation culture, architecture, infused with European and Afro-Caribbean influences.
- *Welcome dinner reception* at High cotton, Maverick bar & Grill. A first class, high-spirited, living large atmosphere. Mahogany woodwork, old brick walls, evoke feeling of warmth and well-being. The food is hearty and robust featuring meat, game and fresh fish from the Low country.

Day Two

Breakfast with Storyteller Tim Lowry: “Priceless”. Authentically Southern!” This is what people are saying about storyteller Tim Lowry’s interactive one-man show featuring ghost stories, Civil War tales, Low-country legends and Gullah tales.

After breakfast we’ll take a walking culinary Tour of Charleston:

Nationally recognized food expert, Amanda Dew Manning, shares her knowledge of the historical and cultural perspectives of her home state's distinctive cuisine. "Amanda tells rich, wonderful food stories about the South. I have had listeners tell me that they could almost smell the cornbread or taste the relish as Amanda describes it-that's a real accomplishment for radio," says Libby Hoyle, Clemson University professor and host of a weekday south Carolina public radio show. The culinary tour features chefs who take pride in the state's culinary history. The tour makes tasting stops at local restaurants, specialty shops, and artisan bakeries. Amanda Dew Manning, a nationally known nutritionist has served on the National Board of the American Institute of Wine and Food, serves as your guide.

Optional tours

- Tour the harbor, cruise by sailboat
- French Quarter Art Tour
- Plantation tours
- Religious Tour
- Canoe & Kayak Tour
- Fishing charters

Evening Hotel Manager's cocktail party – then explore Charleston on your own. Your private guide will advise you of the "best places" to dine.

Day Three

Breakfast: Morning Introduction to the NIA Program: "Promoting holistic wellness. A non-impact aerobic form of systemic exercise." It provides an effective cardiovascular workout that is soothing and strengthening to muscles and joints while enhancing balance. Based on a variety of movement forms: Tai Chi, Yoga, Tae Kwon Do, Aikido, modern, ethnic, jazz and Duncan dance. www.nia-nia.com

Afternoon: After lunch, meet with your private tour guide for a special tour of the antique and French quarters of Charleston

Evening: Manager Cocktails

Dinner: Farewell Low Country Dinner at *Charleston Cooks!* Here's a chance to watch and learn ...and, of course eat! Famous chefs demonstrate a variety of cuisines and recipes from the Low Country. "Uptown/Downtown south' cuisine, Magnolia's combines old world charm with contemporary excitement,

Day Four: Hotel breakfast. Transfer to the airport via private limo service departure for home

What is included in your four-day tour?

Hotel Accommodations

- First Class (based on double or single rates)
- Baggage handling
- Hotels taxes, tips

Meals

- Breakfast each morning
- Two dinner receptions
- Hotel Managers cocktail party

Fully escorted touring

- Carriage tour
- Antique shopping Tour
- Southern Hospitality Culinary Tour
-

Guest speakers & Guides

- NIA-Instructor
- Tim Lowry, Low Country -Story Teller
- Fully escorted by GEM Tour Guides

Free Time in Charleston, South Carolina

Shopping

One of the things that make the Charleston area a veritable shopper's paradise is the variety of shops and vendors. Of course, when there is diversity in the kind of places that you can shop, there is diversity in the kind of things you can buy. Classic Georgian furniture, Victorian jewelry, and antebellum maps are just a few of the things that are waiting to be discovered in the area's antique shops. For the art lover, there are watercolors depicting low country scenes.

Fine Arts

American Style named Charleston one of the top 10 art destinations in the United States. A variety of art galleries surround the museums in the historic district.

Plantations and Gardens

Columned plantations houses, oak lined lanes, splendid gardens and remnants of tidal rice impoundments are just some of the offerings of the region's numerous plantations and gardens that are open regularly for tours. Each property offers a different perspective and interpretation of the area's antebellum culture.

Fine Dining

I can sit in my house and see a dozen chefs go by in their whites Ms. Dupree, who is a best-selling cookbook author and the founder of southern Cooking movement, feels the "Southern city is great for food."

Possibly one of the first American cities to enjoy a distinctive regional cuisine, Charleston has many influences. On menus around town, guests will notice French, Mediterranean, Vietnamese and other international tastes. Charleston has long enjoyed scrumptious local vegetables, Carolina gold rice and just about any fresh catch in the sea. Such local ingredients are transformed into dishes with tastes all their own. Chefs are dressing up grits, putting a new spin on green tomatoes and serving up seafood with a twist. . Charleston claims many delicacies of its own and area restaurants have been using these delicacies to dazzle in the new Southern way.

Charleston Nightlife

For a laugh-out-loud evening, locals crowd Theatre 99 to see The Have Nots!, a high-energy improvisational comedy troupe. The venue stages plays and musical acts throughout the year. Charleston's nightlife also includes a range of bars, microbreweries and eateries including several cocktail spots that feature live music six nights a week. If you see fliers around town announcing *shag* contests, stop in to watch loose limbed locals perform the official state dance.

10.9 Special Sample Themed Tours for Croatia

Helpful Note:

Working with US Corporations- United States of America Tax Laws

If a free trip is given to an employee as a gift, employees are liable to pay income tax on it. If however, at least 75% of the trip is spent conducting business, employees do not pay tax and the company can deduct the expenses.

Sample Venues for the Events

- On-site events are produced within the hotel.
- Off-site events showcase facilities outside the hotel;
- Common Options: Movie studios, Art museums, National Parks, Wineries, ships, Yachts, Zoos, Restaurants, Theme Parks.
- Unique Options: Private homes, Racetracks, Closed streets, Ranches, sports stadiums, Farms, Airplane hangers, Haunted houses
- Cruise Ships/River Boats/Barges
- Unconventional backdrop encourages better business by taking the focus away from work. (i.e. Fishing, duck hunting, photo safaris, 3 day cruise to “nowhere”, Club Med, Ski Lodges.)

Scavenger hunt

During your scavenger hunt, we will help you foster better team communication, break down the barriers between departments, and transform Croatia and into a living board game. The scavenger hunt is a challenging and a time-efficient way to bust out of the conference room, exploring your host city and its hidden treasures while accomplishing your business-focused team building goals.

Treasure Hunts Objectives

You will actively turn teamwork into results—learning new team techniques for reducing errors, increasing production, inspiring innovation and boosting your bottom line. And you will do this while solving amazing, mind-boggling codes and puzzles on the streets and in the museums of some of the Croatia’s most fascinating cities. With themed events, the idea is to create a fantasy for the guest- allowing them to peacefully indulge in the illusive activities of the day/night.

Symphony under the Stars

Amaze your guests with this resort formal affair in a stylishly appointed outdoor venue under the Croatian night skies. Torches and accented table candles will set

the mood while a harpist strings the melody for the music of the night. Greeted with champagne and served food, guests can enjoy stargazing through high-powered telescopes guided by our onsite astronomers! The action stations featuring our talented culinary staff will set a lasting impression with any palate. Then as dessert is served, the conductor will tap his bow and lure your guests into a symphonic paradise that will have a pyrotechnic finale.

Psychedelic 70's Party

Bring your guests back to the 70's for a fun-filled and unforgettable event. Surrounded by spotlights of assorted fluorescent and neon colored furnishings and tableware, your guests will feel like they have stepped back in time. The decade's music will keep everyone's memory jumping; remembering what they were doing when they first heard that song. Glow in the dark gadgets and ice cubes will be the talk of the event. An around the world menu showcasing many different tastes will add to this exciting theme.

Chefs of Croatia

Tantalize your guests with an eclectic array of chef specialties through this food festival style theme. Renowned chefs that have put "Croatia Cuisine" on the map would be invited to participate. Each chef will display culinary artistry under a cabana style tent paired with a complimenting winery. Choose an oceanfront location with the sunset as your backdrop. Jazz or traditional Croatian music will set the under-tones of this popular food and wine extravaganza.

Wow 'Em

Take over a National Park, or landmark. The focus of all incentive events is to thank or reward attendees, and that outreach is possible with many venues. Every meeting, no matter the business objective, is a great opportunity to thank employees for their hard work, members for their support or customers for their business. A National Park/Aquarium/Landmark or theme park event is a sure-fire way to impress attendees and offer an unparalleled, unforgettable and unique experience.

SECTION XI. ASSIGNMENTS

11.1 Sample Tour pricing formula

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

Services: (Priced per person double occupancy – based on 40 fully paying passengers)

A: *Transportation (Per Person Costs)*

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

B: *Accommodations*

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

** Based on double occupancy per person per night

C: Meals (Per Person Costs)

	Net	Gross* Variable	
Welcome Reception:	_____	_____	_____
Farewell Reception:	_____	_____	_____
EP:	_____	_____	_____
CP:	_____	_____	_____
MAP:	_____	_____	_____
FAP:	_____	_____	_____
Tax:	_____	_____	_____
Gratuities:	_____	_____	_____
Reception:	_____	_____	_____
Lunches:	_____	_____	_____
Other (Farewell gift)	_____	_____	_____
Total:	_____	_____	_____

D: Entertainment (Per Person Costs)

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

E: Promotional Expenses

	Net
Promotion:	_____
Postage & phone:	_____
Direct mail:	_____
Promotional Evening program w/wine & cheese:	_____
Advertising:	_____
Free trip for: ITD/Group Leader:	_____

Total: _____

Total Net Cost per person \$ _____

Based on 40 full paying 40

Passengers with 1 escort \$ _____

11.2 Plan a Eight Day Tour to Croatia “the Pearl of the Adriatic”

- “Sample Tour highlights”20 Reasons to tour Croatia
- List your areas of expertise-speciality
- Title: (Brand your tour)
- Number of days
- Tour features
- Tour highlights
- Tour itinerary

SAMPLE-CROATIAN TOUR HIGHLIGHTS & TOUR FEATURES

- Coast with the Most- 1,100-miles-of-Adriatic-coastline – with over 1,200 islands to explore.
- Dramatic- Landscapes and Cityscapes
- Winter Escape- Great skiing in Platak. Winter fairs and festivals. Take your clients truffle hunting or a dip n the sulfur-rich natural spring in Split.
- Split Personality- Tour the central port of split and the palace built by Emperor Diocletian. Don’t forget for the “food buffs” visit Split’s morning market, which sells wonderful fruit, vegetables, honey, nuts and cheeses.
- Greeting the Locals- Molin (please) and (thank you) is sure to bring a smile to the local residents.
- Isle of Plenty- Wine Tour-visit Brac and sample white vugava and red murvica wines along with the island’s famous goat cheese. Notice the pearly white limestone used in building the White House, in Washington, D.C.
- Isle of sights- Drive to Brac’s highest point, Vidova Goara, at 2,500 feet, for great views of the islands of Hvar and Korcula.
- Law of the Land- Novi vinodolski is important to Croatians because The Law of Vinodol, is the oldest document in their history. It outlines the main, legal and democratic principles of the country and some of the most important documents of medieval Europe.
- Wild Heritage- Senj is known for its harbor, a good starting point for day excursions inland to the 16 lakes, flowing one to the next, in a series of waterfalls at Plivice, which has been designated a UNESCO world Heritage Site. The lakes lie in deep forests, populated by bears, wolves, and wild boar!
- Port of Great Import- Dubrovnik-This walled and ram parted pedestrian-only city is a must-see. Proclaimed a UNESCO World Heritage Site.
- Run for the Border- Leaving from Split to Dubrovnik visit the tiny coast section of Bosnia-Herzegovina,, a haven for water-sports lovers.

- Sail Away- Over a 150 charter companies with experienced skiers allow novices to relax and enjoy the secret bays.
- Capital Gains- Zagreb- Trg bana Jelcica is one of Europe’s great squares, where local often meet under the clock or at the Krleza bookshop.
- On the Road- Rent a car and explore the country. The drive from split to Dubrovnik is one of the finest coastal drives in Europe.
- Parks for Everyone- The Dalmatian coast is know as the “door to the national parks” offering formidable challenges to hikers.
- Tennis, anyone? Learn from the pros. Former Wimbledon champion Goran Ivanisevic, Mario Ancic.
- That’s the Spirit- Croatians enjoy travarica, which is infused with mountain herbs, and lozovaca. Offered as part of a welcome in restaurants or poured as you cross the threshold of a home.
- Pursuit of Happiness- Culinary enthusiasts learn by observing. Croatians pride themselves for their grill skills. Try peka baked in a cast-iron pot covered with hot coals. Sibenik mussels from the Krka River are known throughout the country and beyond for their exquisite flavor.
- Mementos- Good buys are lace, embroidery from the islands, essential oils including rosemary and lavender.
- Religion- Many Croatian express their religion on all Saints’ Day, Novi Vinodolski holds both celebration of fillip I Jakov, patron saint of the town in May. On the island of Hvar, the faithful walk barefoot on the night of Maundy Thursday, following The Way of the Cross through the villages in Rijeka, the week-long pre-Lenten carnival, which attracts up to 100,000 spectators.

“Assignment”

Design an itinerary for 1-8 day Croatian Tour:

Day 1 _____	Day 5

Day 2 _____	Day 6

Day 3 _____

Day 7

Day 4 _____

Day 8 _____

What time of year can you operate your tour?

Season

No. Days

*Brand/Name your Tour

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

11.3 Branding your Tours

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

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

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

Sample Brand & Signature tiles to highlight your tours;

- Winter Wilderness Vacation
- Cultural Crossroads
- Cross-Country Trekking
- Home of the Fascinating Discoveries and Cultures
- Unique Activities in the Last Frontier
- Cultural Connection
- There is a Land of Mystery—Croatia
- Treasures and Adventures of the Adriatic Coast
- Trekking for all Seasons and Reasons
- Cruise the Adriatic Sea via private yacht
- Wine your Way Through Croatia
- Croatia-Unspoiled Adventures