



RYDE South Florida

Transportation, Adventure Tourism, And Travel Company In Florida

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1. SCOPE OF PRODUCTS AND SERVICES

RYDE currently offers ground transportation mainly to visitors through the Ft. Lauderdale International Airport. The service includes: personal airport greeter, airport transportation, hourly chauffeured ride, and limousine service. RYDE plans to extend its services to selling airline tickets, accommodations, cruise, and adventure tour packages (vacation packages) to tourists to the tri-region county of Broward, Miami Dade, And Palm Beach, and then later expand its services to Orlando. The vacation packages will consist of airport greeter, round-trip airport transfers, tickets into attractions, sightseeing, shopping, south beach picnic events and party and bar hopping trips. The packages are targeted at individuals and small and large groups.

1.1. TRAVEL SERVICES

South Florida continues to be a destination that is one of the most desired to visit. RYDE South Florida (short name RYDE) is a bonded, full-service travel agency licensed in Florida to sell tours, accommodation, airline tickets, cruise, and transportation. RYDE is a member of Nexion, a branch of Tzell Travel Group (a Travel Leaders Group company with membership in ARC, ASTA, BBB, CLIA, IATA, NACTA, PATH.

1.2. GROUND TRANSPORTATION SERVICES

RYDE South Florida owns its own fleet of cars, SUV, and buses and is a new ground transportation company offering scheduled transportation mainly to visitors to and from the Ft. Lauderdale Hollywood Airport, Miami International Airport, And Palm Beach Airport.

1.3. RYDE \$199 ADVENTURE VACATION WILL COMBINE:

- Airport Greeter
- **Round-trip airport/hotel transfer** in Ft. Lauderdale, Miami, Hollywood, and surrounding areas.
- **Welcome beverage** (alcoholic/non-alcoholic) is served in RYDE cars, SUVs, and mini-buses.
- **Boat Attraction:** choice of: river cruise with round-trip transportation and tickets into the attraction; or air boat on the everglades –with round-trip transportation and tickets included.
- **Go Shopping/Hiking/Partying/Bowling/Dinner/Sightseeing with round trip transportation** in the Miami or Ft. Lauderdale surrounding area. Choose **TWO** Activities and let's go:
 - **Fun Beach Picnic:** choice of picnic on South Beach, Hollywood Beach, Ft. Lauderdale Beach, or Hollywood Beach with round trip transportations and complimentary Picnic Pack: disposal utensils, table cloth, igloo and picnic basket for the food
 - **Club/bar hopping from 10:00 pm - 3:00 am** in Las Olas or South Beach.
 - **Multi-mall shopping trip** (Sawgrass Mills Mall / Aventura Mall/ South Beach)
 - **Dinner** in Little Havana
 - **Group Adventure** with rock climbing, bowling, bumper car, and more at Xtreme indoor attraction park.

1.4. ADVENTURE VACATIONS STARTING AT \$599 WITH 4-DAY ACCOMMODATION:

- \$199 Adventure Vacation Package with transportation, tours, and tickets into attractions
- 3.5-4 Star Accommodation In Ft. Lauderdale Or Hollywood For Four Days And Three Nights
- Continental Breakfast Daily
- Choice of: Biking/cycling/hiking/Segway on South Beach, with transportation and tickets
- Customers may add one custom activity or event for transport between 10:00am – 3:00pm.

2. RYDE SOUTH FLORIDA: CONTEXT OF THE CASE STUDY

2.1. AREAS OF BUSINESS OPERATION

RYDE has its Office Center in Plantation, Florida, and provides ground transportation services in the tri-county areas of South Florida to include: Broward, Miami Dade, and Palm Beach.

2.2. ABOUT THE COMPANY

The company was formed in November 2017 and is already operating its airport transfer services. The company is currently doing no marketing with its only income coming from its transportation services to visitors to Fort Lauderdale, originating from the Airport. However, RYDE is poised to launch its first marketing campaign to offer its airport transfer services in all tri-counties and bring its adventure vacation packages to the market. Starting September 2018, the company will begin selling airline, cruise, and lodging amongst other related services. **RYDE seeks to differentiate itself for premier low-budget airport transportation and adventure vacations for visitors in the tri-county.**

2.3. EMPLOYEES

RYDE currently has two full-time administrative staff responsible for telephone management, reservations, managing and calculating the drivers' job scheduling, revenue and commission; the manager who conducts research, build relationships with suppliers, marketing, human resources, purchases and sales activities; and three drivers, who are independent contractors with direct income as commission from the scheduled and unscheduled jobs conducted. As part of our growth strategy, RYDE is looking to immediately recruit: four (4) additional drivers; one (1) senior travel consultant who is experienced in travel agency operation and online check-in tools such as Sabre or Amadeus, with record of accomplishment in cold sales, customer service, and planning and executing accompanied tours; and fifty (50) local, domestic and international sales team members. The Sales Team Members must be personable, honest, have excellent command of English or Spanish, and have excellent interpersonal skills. No travel training or background is needed because all employees will undergo RYDE Travel Sellers Training Program for new sales team members.

2.4. RYDE TAG LINES:

- 1) Amazing \$199 South Florida Vacations. Just Get Here. The minute you land you are in our capable hands.
- 2) RYDE will take you wherever you want to go
- 3) Memorable Florida Vacations start with RYDE South Florida

2.5. RECENTLY USED SOCIAL MEDIA AD:

Looking for Airport Transportation In Ft. Lauderdale, Miami, Or Palm Beach? RYDE has basic sedan, mini-bus, luxury SUV, and limousine at the very best prices in the tri-county. All customers are VIP: with Airport Greeter, Chilled Beverage, and help with luggage to check-in– at no additional cost.



1.1. INTERNAL AND EXTERNAL FACTORS AFFECTING RYDE'S BUSINESS PLAN

RYDE South Florida is seeking to penetrate the lucrative adventure tours and transportation market in Florida and the hospitality leaders in the tri-county are predicting a strong years of visitor traffic. Overseas visitors or incoming tourists spent about £45 billion in 2016 in the State (Satchell, 2017). This data was supported by Oxford Economics Ltd, (2018) showing that in 2016, spending at Florida-based businesses reached \$112 billion, growing by 2.7%. Of this \$112 billion in visitor spending, \$45 billion of value was created inside Florida. This visitor spending directly supported 875,722 jobs in 2016 that earned Florida jobholders \$27.9 billion in corresponding wages. The number of jobs supported by out-of-state visitor spending for Florida workers has grown by over 140,000 since 2011 – growth of nearly 20%. The total impact of out-of-state visitor spending, including indirect and induced effects of the \$112 billion, spending by out-of-state visitors to Florida sustained \$88 billion in GDP, 1,435,341 jobs, and nearly \$53 billion in corresponding wages. Putting these numbers in context of the overall Florida economy, tourism generated 9.5% of Florida's GDP and 17.1% of total employment in 2016.

Satchell (2017) saw the same pattern of growth across the State's Tourism Industry in 2017: "AAA Travel recently named Fort Lauderdale and Miami among its top five domestic travel destinations for Americans planning trips this year, based on bookings nationwide on its website. Orlando-based wholesale travel broker Tourico Holidays recently announced that hotel room nights booked for Fort Lauderdale, Miami, and Miami Beach in 2017 were significantly pacing ahead of the same period in 2016. Fort Lauderdale was seeing a 12 percent year-over-year increase while Miami had a 14 percent and Miami Beach, 27 percent" (Sec 4).

The current trend towards an increase in the number of tourists entering Florida presents an opportunity for RYDE South Florida to penetrate the transportation and tour markets even while some disruptors will continue to threaten the industry. Satchell (2017) pointed to 2017, where the development of new hotels in the tri-county region increased the supply of rooms and placed pressure on occupancy and room rates. She agreed with Papadopulous, general manager of a Holiday Inn in Coral Gables that a still-strong US dollar could make a US vacation more expensive than other destinations and may discourage some international travelers from visiting: "We have a strong dollar that is causing challenges ...we have increased new inventory that has come online that is also posing challenges to our properties, and we have the possibility of some labor issues" (citing Papadopulos, par.4).

Opportunities for RYDE South Florida to succeed exists because Florida is attracting domestic tourists at a rapid pace and the company is planning to take advantage of this growth and compete for a market share in the tri-county region of the industry. Emerging markets include the growing numbers of festivals, conferences, and sports activities in the tri-county.

For Broward: Stacy Ritter, the tourism bureau's president and CEO stated with optimism: "The destination is experiencing millions of dollars of investment in hospitality-related infrastructure, including high-profile hotel openings, cool new restaurants, interesting nightlife ad unique arts and culture offerings" (Satchell, 2017 par. 13, citing Ritter). New air services will add to this positive trajectory with Emirates from Dubai, British Airways from London's Gatwick Airport and Norwegian Air Shuttle from Barcelona. Meetings and conventions are also key growth areas and many hotels are now catering to this market of visitors with new and renovated convention centers.

For Miami-Dade County: "We're very optimistic that we will once again exceed 2016's record-setting number," said Rolando Aedo, executive vice president and chief marketing officer for the Greater Miami Convention & Visitors Bureau (Satchell, 2017 par. 28). For Miami International Airport, the airport expected a record of 44.6 million passengers in 2016 and new business and development and welcomed the Mexican low-cost carrier Volaris, WOW Air which added service between Miami and Reykjavík, Iceland, and Aer Lingus that added a flight between Dublin and Miami.



The company can generate strong revenue from the cruise market. South Florida has a vibrant cruise industry with Port Miami and Port Everglades being two of the world's busiest cruise ports with 10 cruise lines, 1 ferry service, and 39 cruise ships. Port Everglades is in Greater Fort

Lauderdale/Hollywood, Florida, is ranked second among cruise ports worldwide and has more homeported cruise ships than any other port. Home to two of the world's largest cruise ships, Royal Caribbean's Harmony of the Seas and Allure of the Seas, the port welcomed more than 3.8 million passengers in FY2017. There are more new cruise ships that are setting course for the ports in 2018 with five newly built ones scheduled to call Port Everglades home later in the year. For example, at Port Everglades, From mid-December through April 2019, the new ship **ms Nieuw Statendam**, a 2,660-passenger ship will sail from Fort Lauderdale on three and four-day Bahamas cruises and longer eastern and western Caribbean voyages. According to Seattle-based operator Holland America Line, Holland America's second Pinnacle-class ship will sport similar features as its first, ms Koningsdam, while showcasing its own unique style elements. Shipboard offerings will include 10 dining venues, a spa and salon and multiple recreational and entertainment options such as B.B. King's Blues Club, America's Test Kitchen and the BBC Earth Experiences productions". For Port Miami, **Symphony of the Seas**, is the newest vessel owned by Royal Caribbean International and holds the title of world's largest cruise ship. The ship will be arriving at Port Miami in late November for seven-night sailings to the eastern and western Caribbean, after entering service in early April in Europe. At 228,081 gross-tons and 1,188 feet long, Symphony is Royal Caribbean's fourth Oasis-class ship and joins sister ships Harmony of the Seas, Allure of the Seas and Oasis of the Seas.... The 2,759-cabin Symphony can accommodate up to 6,680 passengers and will feature Royal Caribbean's first Ultimate Family Suite, a two-level, two-bedroom suite for up to eight people. Features inside the interactive, adventure-packed suite include a slide, floor-to-ceiling LEGO wall, air hockey table, 3D movie theater-style TV room and a climbing experience on its wraparound balcony. (Leming, 2018, sec 2, 4). With consumer demand for cruising at an all-time high (Leming, 2018), the ships will bring increased business for the region, attracting overnight visitors needing airport transfers to the hotel and port. The growing cruise market is also a window of opportunity for RYDE to sell cruise and accommodation and increase ground transportation sales.



Strengths that RYDE seeks to capitalize on are being able to tailor tour vacation packages and provide the ground transportation directly to the customer at a low rate; the company is newer and smaller, so this enables the researching and benchmarking of existing and successful business models to compete on personalized service, top-selling products, and lower prices. The company has very low overheads; the drivers earn their income based on sales and thus reduce the strain from

having to pay fixed salaries in slow seasons; and being a licensed travel company, the company can negotiate commission directly with some providers.

Weakness and threats that will need to be effectively planned and solved for the company to succeed are: developing and operating with an effective business plan; improving staff knowledge of the competitive landscape of the travel, tour and transportation business in the tri-county areas; attracting and hiring quality administrative and sales staff despite financial restraints; find and attract qualified drivers with the required chauffeur's license (called hack license) to operate scheduled transportation in the tri-region counties (drivers are reluctant to work without a steady pay scheme so other incentives need to be added - which is a cost); lack of history with the Vendors so much effort and cost will need to be put into relationship marketing to build connections in the industry (networking); new business so will have to build credit to access funds for start-up projects and early expansions; developing favorable customer reviews and reputation for excellence; limited experience of the manager in tourism entity; new entity so a lot of funds must be directed to marketing and customer targeting; a strong US dollar that makes vacationing in the US more costly and less competitive with other destinations; decrease in tourism to the US as a whole due to the current government and their policies, so the political climate is impacting tourists decisions; the market already has internationally recognized and technology-based transportation companies like RYDE and Uber; increasing cost of fuel; tourism is seasonal so revenue opportunities will be stifled when its slower; barriers to new entry which limits opportunities of attracting and negotiating with some of the more viable vendors and getting the more lucrative customer contracts; some providers such as cruise ships and hotels offer their own bus service; the vulnerability of tourism business to national and international economic downturns and poor climatic conditions such as the annual hurricane season in Florida.



RYDE's Travel Seller's Certification

RYDE is launching its Florida Travel Sellers Certification in 2018 for new RYDE Sales Team members and just about anyone interested in the travel and tours industry and using online reservation tools. This is an added area of revenue that the company will be pursuing as an income stream in its growth strategy.

2. BACKGROUND TO THE CASE STUDY: INDUSTRY REVIEW

- **Adventure tourists** are those who are participating in sports or adventurous activities whilst on holiday, for example whitewater rafting. It is difficult to measure them statistically as there is no agreement on what constitutes 'adventure'. Many tour operators use the term loosely to attract certain types of customer.
- **Package holiday** tourists are those who have booked a 'package' from a tour operator. This will include their holiday accommodation, transport, and transfer to resort.
- **Independent tourists** are those people who have arranged all their own transport and accommodation without using travel professionals. This group is increasing as the Internet becomes more widely used.

2.1. WHAT IS TOURISM?

The tourism sector is a complex industry that is comprised of many different types of businesses which are providing products and services to tourists. Small and large businesses in the Tourism Sector are usually private commercial companies that are seeking to make profit from products, travel and hospitality services, and attractions provided to the visitors such as: airport and airlines (aviation), ground transportation, hotels, bread and breakfast, theme parks, restaurants, gift shops, recreational services, tour operators, travel agents and ground transportation providers etc.

The World Tourism Organization provides the most commonly cited definition of tourism: "Tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes". These motives are classified as leisure, business or visiting friends and relatives (VFR) travelers. Leisure tourists are usually on holiday while business tourists are travelling for professional reasons such as client meetings, conferences, expositions, or other purposes that are linked to business. Visiting friends and relatives (VFR) tourists are said to be the group that is the least likely to spend as much on tourism because of low or no use of accommodations and transportation services at the destination city. Tourism are classified as **inbound, outbound, and domestic tourists**. If tourists are visiting Florida from Jamaica, they are inbound to Florida and outbound to Jamaica. They are also overseas visitors but visitors from anywhere in the United States to Florida are domestic tourists. Domestic tourists are visitors who are travelling outside of their usual residence for at least overnight. If they are only on a day trip, they are usual called excursionists for statistical purposes. So the motivating factor that will drive tourists and short term visitors are: "wanderlust, sunlust, relaxation, escape from a boring job/family/home, socialization with friends, rest, and prestige" (Smith, 2015, pg. 22) The enabling factors that will allow people to act on these motivators are: "availability of travel – e.g. flights to different locations, and low-cost flights; suitable products – e.g. a range of different holidays; Owning a car – to travel more easily; Marketing of a destination – bringing it to the attention of the potential customers and; ease of booking" (Smith, 2015, pg. 23).

Tourism sector is one of the major driver of employment and economic development and earnings from the industry improve the wellbeing of the citizens and close the countries' budget deficit. There are other positive aspects of tourism such as: reinforcement of cultural identity; increasing employment; education and training; increasing revenue for the government from taxes from businesses earning tourism dollars, taxes on goods and services sold, and employment tax; development of the resources, buildings, roads, and services (superstructure and infrastructure); disposable revenue for the government to support social services. There are the negative aspects

such as: congestion, environment, safety and security, environment, and seasonality (Mdusm, 2016 citing Goeldner and Ritchie 2012, pg. 96). Economic leakage is also a concerning factor as money earned locally in Tourism is often spent elsewhere and thus the economic benefits are lost due to high importation of goods and services rather than buying locally. Conflict may also arise between tourists and the host community when the locals feel that the attitude of tourists to local customs and norms is disrespectful. Displacement is another ill of tourism, where locals are often restricted from areas and services that are reserved for tourists, and in other cases displacement takes place where families are separated because members must move to other cities to take up the job or return home late after working long hours or late shifts.

2.2. 14 PILLARS OF TRAVEL AND TOURISM COMPETITIVENESS

To address these threats and opportunities, and to develop the destination's attractiveness to the global market, tourism and destination managers can use the "14 pillars" of T&T competitiveness as a strategic tool to explore the factors that are driving travel and tourism competitiveness worldwide.

The Travel And Tourism Competitiveness Index (TTCI) was developed by the World Economic Forum (WEF) and supported by the World Travel and Tourism Council (WTTC). TTCI is "a comprehensive framework incorporating indicators that are widely agreed upon to be important to destination competitiveness (Dwyer, 2010)." These 14 Pillars are:

T&T regulatory framework

- **Pillar 1:** Policy rules and regulations: Prevalence of foreign ownership; Property rights; Business impact of rules on FDI; Visa requirements; Openness of bilateral Air Service Agreements; transparency of government policy making; time required to start a business; cost to start a new business
- **Pillar 2:** Environmental sustainability: Stringency of environmental regulation; enforcement of environmental regulation; sustainability of Travel & tourism industry development; carbon dioxide emissions; particulate matter concentration; threatened species; environmental treaty ratification.
- **Pillar 3:** Safety and security; Business costs of terrorism; Reliability of police services; Business costs of crime and violence; road traffic accidents
- **Pillar 4:** Health and hygiene; Physician density; Access to improved sanitation; Access to improved drinking water; hospital beds
- **Pillar 5:** Prioritization of Travel & Tourism: Government prioritization of the T&T industry; T&T government expenditure; Effectiveness of marketing and branding to attract tourists; T&T fair attendance.

T&T business environment and infrastructure

- **Pillar 6:** Air transport infrastructure: Quality of air transport infrastructure; Available seat kilometers; Departures per 1,000 population; Airport density; Number of operating airlines; International air transport network

- **Pillar 7:** Ground transport infrastructure: Quality of roads; Quality of railroad infrastructure; Quality of Port infrastructure; Quality of domestic transport network; Road density
- **Pillar 8:** Tourism infrastructure: Hotel rooms; Presence of major car rental companies; ATMs accepting Visa cards
- **Pillar 9:** ICT infrastructure: Extent of business Internet use; Internet users; Telephone lines
- **Pillar 10:** Price competitiveness in the T&T industry: Ticket taxes and airport charges; Purchasing power parity; Extent and effect of taxation; Fuel price levels

T&T human, cultural, and natural resources

- **Pillar 11:** Human resources Education and Training: Primary education enrolment; Secondary education enrolment; Quality of the educational system; Local availability of specialized research and training services; Extent of staff training; Availability of qualified labor; Hiring and firing practices; Ease of hiring foreign labour workforce wellness; HIV prevalence; business impacts of HIV/AIDS; Life expectancy
- **Pillar 12:** Affinity for Travel and tourism: Tourism openness; Attitude of population toward tourists
- **Pillar 13:** Natural resources: Number of World Heritage sites; Protected areas; Quality of the natural environment; total known species
- **Pillar 14:** Cultural resources: The number of UNESCO world heritage sites; Sports stadia seating capacity; Number of international fairs and exhibitions

1.4. THE MAJOR ELEMENTS/COMPONENTS OF THE TRAVEL AND TOURISM INDUSTRY

1.4.1. Tourist Destinations and Attractions

The importance of competitiveness for a destination's long-term success is linked to its ability to deliver goods, services and experiences that are superior to other destinations. This concept of competitiveness of a destination is how well it performs in the world market. The main features of successful tourist destinations are: its ability to differentiate itself through price, quality, attractiveness of its attractions, and the effectiveness of all the other components/elements of its tourist industry. Further destinations must be able to identify their key strengths and weaknesses from the visitor's perspective, find opportunities for tourism development, and respond effectively to counter possible threats to its sustainability. What is tourist destination? Igi.global.com (nd, sec 2) provides the following answers to this question:

1. A place for tourists to visit and stay, could be a country, state, region or city – usually due to its cultural or natural values.
2. Physical space in which a visitor/tourist stays at least one night, which has tourism products, including infrastructure support, attractions, and tourism resources.
3. A geographical place conditioned to receive tourists and visitors who are interested in gazing certain attractions.

4. Is one that can differentiate between the different types of customers on the basis of the attractiveness of both its territorial and instrumental components.

The Resources are important determinants of the competitiveness of a destination and the characteristics of these resources are what will make it attractive to visit. The resources of a destination are (Dwyer, 2010):

Endowed Resources (called Natural Attractions):

- It's natural resources such as mountains, lakes, beaches, rivers, climate etc.
- It's cultural/heritage resources such as cuisine, handicrafts, language, customs, etc.

Created Resources (called Man-made Attractions):

- Tourism Infrastructure
- Special Events
- Range Of Available Activities
- Entertainment
- Shopping

Supporting Factors And Resources

- General Infrastructure
- Quality Of Service
- Accessibility Of Destination
- Hospitality
- Market ties
- Events

Tourist attractions are places of interest where tourists typically visit because of their inherent value, exhibited value, historical significance, natural or built beauty, or solely for leisure and amusement. Destination management is important in creating and enhancing the appeal of the key resources of a destination as tourist destinations will encounter situational conditions in the wider environment that can limit their competitiveness. So, while visitors will typically be drawn to tourist attractions because of their preferences and the perceived product value, there are situational factors which might be economic, social, demographics, technological, environmental, and political that will typically influence the demands, conditions, and competitiveness of the destination. These situational conditions might be 1) within the **destination's operating environment** such as its industries and/or 2) the **destination's remote environment** which are the forces and events outside of the destination over which the destination managers have no control, but they affect the destination's performance and competitiveness. These forces in the operating and remote environments will have either positive or negative impacts on the demand for the destination and the conditions of the destination's resources. The level of demand will also influence the types of products and services that are developed within the destination.

There are major challenges in establishing objective and subjective indicators of competitiveness, e.g. objective: changes in market share, foreign exchange earnings, employment generated; and subjective measures: e.g. richness of the culture, quality of service, scenic grandeur; because destinations may be competitive in some areas but may lack competitiveness in others (Dwyer, 2010). Despite the challenges there are 'hard' and 'soft' measures that are indicators of the competitiveness of the destination. These competitiveness indicators are: Hard measures: visitor statistics (numbers), visitor statistics (expenditures), changes in market share

(numbers/expenditures, contribution of tourism to economy, visitor yield by origin market, tourism investment (\$), government \$ support for Tourism, and price competitiveness indices. Soft measures: friendliness of hosts, quality of service, scenic beauty and grandeur, perception of safety and security, etc. (Dwyer, 2010).

Table 1 Participants' Recent Travel Experiences and Appeal.

Participant's perception of their 'ideal' holiday

TRAVEL EXPERIENCES	#PARTICIPANTS MENTIONING EXPERIENCE
Outdoor activities: walking, swimming, diving, sight-seeing	6
Having an experience: new, different, unique, or interesting	5
Food: trying different cuisine or indulging by going to restaurants more often than usual	5
Cultural	4
Getting good value for money	3
Being familiar with the destination	2
Shopping	2
Climate (warm)	1
Accommodation	1
Arts: museums, theatres	1
Visiting friends and families	1
Work-related	1
Seclusion: peace and quiet	1

Table 2. The kinds of experiences participants actually had while on holidays

APPEAL OF DESTINATION - WHY CONSUMERS CHOSE THAT PARTICULAR DESTINATION	# PARTICIPANTS MENTIONING APPEAL
A range of factors appealed	3
Getting good value for money	3
Activities: having lots to do	3
Visiting Friends or Relatives	3
Work-related	2
Opportunity for something new	2
No problems: politically or culturally	2
Cuisine	1
Having an authentic experience (as opposed to a tourist experience)	1
Outdoor activities	1
Activities for the children	1

Source:

http://sustain.pata.org/wp-content/uploads/2015/02/ConsumerInterviews_v5.pdf

2.3. COMMERCIAL AVIATION (AIRPORTS AND AIRLINE INDUSTRY)

The aviation industry is a multi-billion industry worldwide that employs pilots, flight attendants, baggage handlers, dispatchers, customer service and others. Mdusm (2016) provided the following data to augment the importance and revenue potential of the world's commercial aviation industry as at January 2016: *1,629 airlines, 27,271 aircraft, 3,733 airports, 29.6 million scheduled departures a year, and carries 2.7 billion of passengers a year. The major aircraft making companies to share the market will be Airbus and Boeing.*

Mdusm (2016) studied the importance of transportation to tourism development and assessed that "the development of transportation, transportation vehicles, infrastructure and using new technologies in this sector speed up the development of tourism (sec 4)." He validated his claims by pointing to the supporting statistics of World Tourism Organization (WTO) to show that "the tourism dynamics has changed and increased rapidly between 2005 and 2015. In 2010 international tourist arrivals rose to 940 million. This in turn brought the economies \$980 billion. This trend can be explained with different factors. But the main important factor here is the rapid development of transportation sector and application of technological innovations which enable the tourists to reach many destinations of the world (sec 4)."

Commercial aviation, as component of the tourism industry, includes the charter airline service and scheduled airline service which contribute \$1.5 trillion dollars to the US economy and are creating more than 10 Million U.S. Jobs today (airlines.org, nd). Airlines are "the physical internet" because of its speed and reliability in "transporting 2.3 million passengers and more than 55,000 tons of cargo daily (airlines.org, nd, sec 1)." Airlines contributes at the local, state, national and the global levels by transporting people and goods efficiently, safely, and economically by way of the airport. Airlines are generally categorized by the U.S. Department of Transportation (DOT) as (Investopedia.com, nd):

- International - 130+ seat planes that can take passengers just about anywhere in the world. Companies in this category typically have annual revenue of \$1 billion or more.
- National - Usually these airlines seat 100-150 people and have revenues between \$100 million and \$1 billion.
- Regional - Companies with revenues less than \$100 million that focus on short-haul flights.
- Cargo - These are airlines generally transport goods.

Airlines largely earn revenue from transporting people, cargo, selling frequent flier miles, upselling different classes of services, and the provision of in-flight services. The largest proportion of revenue that is earned by the airlines comes from regular and business travelers, with business travelers being a more reliable bloc than leisure travelers, as leisure travelers tend to be price sensitive and seasonal, while business travelers tend to travel several times in the year and will be more likely to buy upgraded service such as first class or business class seats. This is important to the profitability of Airlines because the flying class of the passenger makes the price difference for air fares and in turn these upgraded passengers get preferred and superior service which are distinguished by: sections of the plane, passenger seating space, level of attendant service, and cost of meals served. Leisure travelers are more likely to buy tickets in economy class and poor economic conditions, fuel price, natural disasters, and social conditions will influence whether they travel. Competition also has a major impact on airlines business and will influence their operations, services, routes, and profitability.

Airports are important to tourism because they provide products and services to various groups of people and businesses. Airports facilitate the growing number of airlines coming into the country, contribute to the visitors' experience at a destination, and is part of the destination's larger marketing strategy. Where countries and destinations are competing for tourists and airlines business, airports play key role driving tourism growth. Like any other business, the way airports market the country or area as a destination, the quality of their infrastructure, competitive rates to the airlines, are important because "airport capacity, route structures, technology, and costs to lease or buy the physical aircraft are significant in the airline industry" (Investopedia, nd, sec 3). To be competitive, airports will give incentives to new airlines to win them. Incentives may range from free landing charges, office rental, and funding for marketing and promotional items (Maslen, 2014). There are often joint efforts between the airline and tourism authority to market the destination to airlines and travelers alike. To attract and maintain tourists, airline and other business to the airport, important factors are: the size of the population, infrastructure of the city such as convention centers, hotels and road networks that are linking most parts of the country, maintenance of the existing roads, and other efficient transportation media such as rail and sea and which can connect visitors quickly and safely to the country's rich heritage and attractions that will appeal to visitors.

2.4. GROUND TRANSPORTATION AT DESTINATION

When visitors arrive at a destination, road transportation is important because it is the main mode to carry the visitors to different sites to buy and experience tourism products, attractions, and services of the destination. The ground transportation system is therefore a tourist attraction element and is enriching the tourism experience. Mdusm (2016) finds that there is general agreement that tourism grows when there are efficient and effective ground transportation systems. He presented the factors that reflect the efficiency of transportation as: time limit, distance, status, comfort, security, benefit, price, geographical position, and competition (citing Westlake and Robbins 2005, pg. 463). He found countries that are rich in natural heritage that could be competitive as tourist attractions but are underperforming because of the countries' poor transportation systems. Ground transportation is inarguable one of the most critical aspect of tourism promotion and development as it is not only used to link the passengers to the tourism services being performed but also connect them to other mode of transportation e.g. airports, ferry and cruise, train, boat trips along the river, cruise etc.

Major car-hire groups in the US are: Local Taxis Companies and local and international car rental services will compete for the visitors. Taxis are easily accessible when the visitor arrives at the airport, and the major car rental services will operate free shuttle at the airports to transport the visitors to their locations to access the cars. It is usual for visitors to make arrange ground transportation prior to arrival and the transportation providers will make the booking process very easy and convenient by way of: online or telephone pre-booking options; booking through travel agencies; airport pick-up or drop-off; wide range of choice of vehicles; all insurances included in fixed prices; and one-way rentals – i.e. you don't have to return the car to the same pick-up point.

2.5. ACCOMMODATION

There are different types of accommodation available to tourists when they visit a destination. Hotel is the most common of the types. There are major hotel chains in the US example, Hilton, Holiday Inn, and Radisson which are also international groups and they have the most influence in the industry. Like other business sectors, hotels differ in styles, sizes, services, amenities, locations,

prices, and characteristics. These range from hotels, hostels, guest houses, holiday parks and campsides, self-catering, youth hostels, and campus. Hotels offer many products and services catering for different customers and are generally rated by customers from one star to five stars, with five stars being the highest. The prestigious and more expensive hotels like Four Seasons Hotels and Resorts and the JW Marriott offer greater luxury. Hotels accommodate both business and leisure customers and will have different products to suit each type. Some customers are visiting just for conference and may just come for the day. Hostels are budget accommodations that were originally designed for motorists. They are roadside hotels with minimum amenities. Guest accommodations are provided by homeowners who wish to capitalize on any extra space they have available in their homes. Common in the US are the Airbnb model. Airbnb allows people to lease or rent short-term accommodation including holiday cottages, apartments, homestays, hostel beds, or hotel rooms to visitors for tourism purposes. The company does not own any retail but operates the online marketplace which connects the hospitality service providers and the tourists. In turn, the company receives percentage service fees from each booking. Airbnb is growing in popularity because many tourists find staying in a home environment charming and an opportunity to experience the local culture. Universities are keen to rent out their halls of residence outside term time. They encourage conference trade as they can also offer meeting rooms and catering facilities. This is an excellent means of using empty rooms and increasing revenue during students' holidays.

3.5. The Restaurant Sector

Food and wine are important to tourists experience and perspective of the destination. As visitors are engaging in the destination choice process, Sparks et al. (2002) observed that the restaurant culture is important to how they rate the experiences at the destination. This he found especially common among domestic tourists and short stays. The National restaurant association (NRA) proposed that the success of restaurants is closely tied to travel and tourism and provided supporting data that suggested that across all dining segments, every four dollars spent at restaurants comes as a direct result of travel and tourism. This they find increases in the fine dining segment which generates 30 percent of sales from the sector. Restaurants mirror the culture and many tourists will choose to visit a destination for its culinary experiences: friendly service and good quality food. The study conducted by Sparks et al. (2002) further showed that visitors can feel connected to the host culture because of the food which raises their satisfaction of the holiday and destination.

The National restaurant association (NRA) emphasized that travel and tourism help the restaurant industry to create hundreds of thousands of jobs each year and in turn, restaurants as an industry, is the second-largest creator of summer jobs, due in large part to the increase in travel and tourism. During the summer months more than 400,000 restaurant jobs are created in the US, and even higher numbers in popular tourist areas. Restaurants therefore will benefit from increased tourism, and when they do well, there are strong economic benefits for the country.

2.6. TRAVEL AGENTS AND TOUR OPERATORS

Travel agents are travel professionals who are up to date with trends because they are travel consultants and provide passengers with airline, accommodation, ground transportation schedules and costs. When they sell flights, ferry bookings, car hire, insurance, and accommodation, they are basically acting as sales intermediaries for the Vendors (airlines, hotels, railroads, car rental companies, cruise ships, etc.) and earn commission which is their main source of income. In addition, travel agents may book tours, and they may create their own tour packages for a group. There are different types of travel agent: "**Miniples** are small chains of travel agents, covering a

region of the country. **Independent travel agents** are usually run by their owner and a small team. There may be only one or two outlets. There are also independent chains. **Implants** are located within another business. They set up office within a company so that they are on hand to deal with the travel requirements of the company's personnel. **Business travel agents** specialize in the business market" (Smith, et al., 2005, pg. 27).

There are three main types of tour operators catering for the different types of tourism: Outbound, Inbound, and Domestic. These tour operators typically function as tour wholesalers. Their role is to combine all the different elements/components that make up a holiday and sell them as packages to the consumer. They first contact the suppliers who are the airlines, hotels, restaurants, ground transportation providers, and other service providers and negotiate the best rates for the individual component. Then they assemble these into one holiday package using an itinerary and brochure, and then sell them to retail travel agents, who further sell them to customers. All the details of the holiday are combined into the itinerary and brochure which is the tour operator distribute to travel agents or directly to customers.

There are several overlapping services and functions between tour operators and travel agents, and travelers may deal directly with the tour company or book through the travel agency. Some tour operators advertise and promote their holidays and itineraries and sell directly to the public. The benefits to the tourists from buying directly from tour operators are that they will pay much lower price and their trips are already planned out which takes the hassle out of the process because tour operators have already arranged every aspect of the trip (airplane reservations, hotel reservations, transportation, entertainment, and more) in the one package.

Tours Operators operate different business models and thus create different types of tour packages:

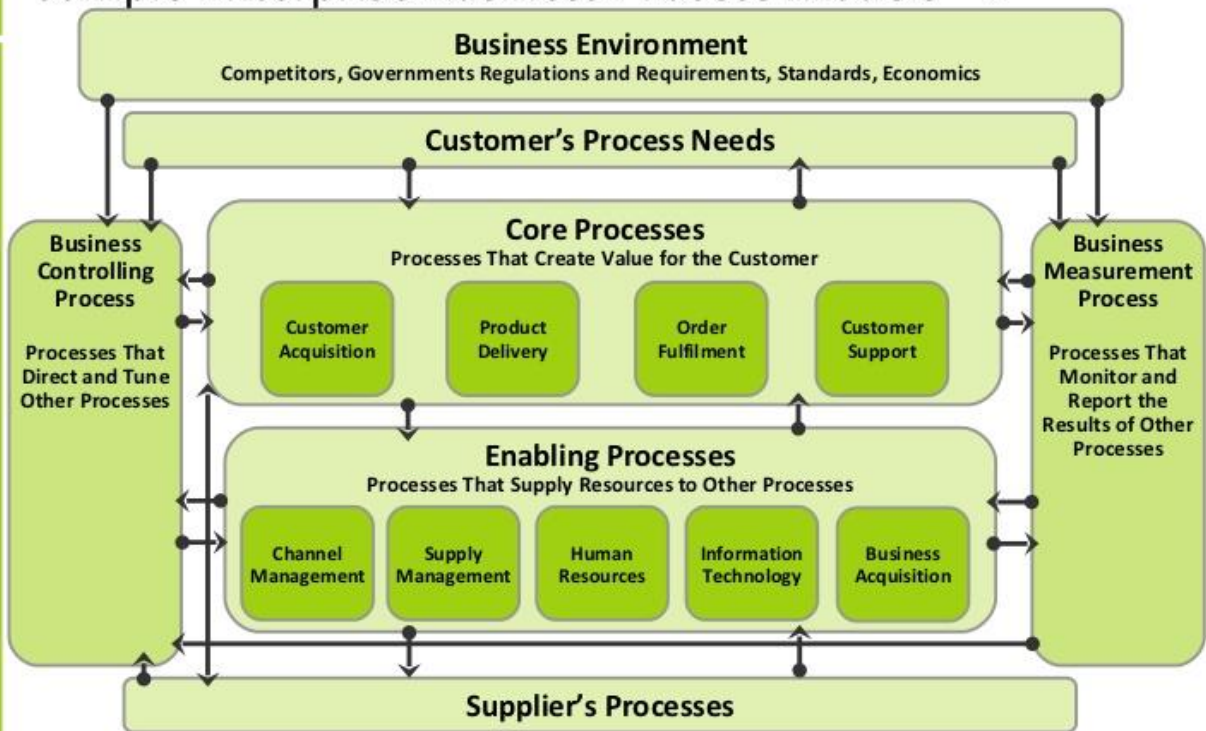
- **Special interest tours are package tours** that are designed to fit the requirements of a group of travelers, for example, gourmets, adventure travelers, students, or art lovers (may be escorted or un escorted)
- **Escorted tours all-inclusive** have experienced tour directors who travel with the group to take care of all the services from beginning to end. Every detail of the package is prearranged including: flights, hotels, transportation, transfers to the airport/hotel, most meals and sightseeing.
- **Foreign independent and domestic independent tours** are more flexible tours to enable the traveler to purchase an arranged package with transportation, transfers, sightseeing, accommodations, and usually some meals, but the tourist does not travel with a group led by a tour director. Advantages: convenience and low price.
- **Group inclusive tours** is usually composed of 15 or more people traveling together who are members of a club, business organization, or other affiliated group, and who have pooled their purchasing power to realize savings, particularly on transportation. These tours are offered to almost any destination.

3. Emerging Trends

- These are the companies you will have heard of, such as Thomson, First Choice and Thomas Cook. They are tour operators but also have retail travel businesses with hundreds of outlets. In each sector the same situation occurs.
- Increasing importance of the internet in the industry, both as a source of travel-related information for the consumers, and as a means of booking trips.
- The increasing amount of online travel services is considered the most influential trends in the travel agency industry. As technology and the internet are increasingly being used to market destinations, people can now choose to book tours with a particular agency or agent, or they can be **fully independent travelers (FITs)**, creating their own itineraries.
- Global Distribution Systems-- Connects travel agents to airlines, hotels, car rental companies, railroads, tour operators, etc.
- For hotel reservations, most major hotel chains are included in some computer reservation systems. Hotels assign several rooms for sale to a GDS, and as a room is sold, it is subtracted from the inventory
- MICROS Systems - provides enterprise applications for the hospitality and retail industries worldwide
- The most important computerized global distribution systems: Sabre is number one. (Sabre also owns Travelocity), and others are Amadeus, Worldspan, and Galileo
- Purpose of channels of distribution: To bring clients and providers together so that they can communicate the information necessary for making a purchase decision. Indirect channels the client goes through an intermediary to purchase the product or service as with a client using the internet to book a flight, hotel room, etc
- Travelocity is one of the world's leading online travel agencies. The benefits online travel services, such as Travelocity, provide to their consumers are: Online Reservations, travelers can quickly obtain quotes (e.g. Expedia, Travelocity, America Online, Yahoo), many airlines reward customers for booking through their company website.
- Some other trends include: mergers & acquisitions, as well as the creativity and new ways of doing business invented by travel agents as a response to the cut in the commissions from airlines, hotels, and other providers.
- New form of tourism is more sustainable, environmentally, and socially responsible, and characterized by flexibility and choice
- New type of consumer: more educated, experienced, independent, conservation minded, respectful of cultures, and insistent on value for money
- Planners must not underestimate the drawing power of cultural resources such as art museums, theatres, or local cuisines and such awareness of a community and its resources may uncover hidden treasures
- Women are emerging as powerful consumers with a string impact on travel worldwide

4. Business Organisation

Sample Enterprise Business Process Models - 1



Tourism organizations are mainly private organizations and thus operate on common business models, although this sector has its own unique features that will differentiate it. Like other service sector providers, tourists are customers, and they come to the destination where the tourism services are performed to enjoy the attractions and services. Like all other types of business, if tourism businesses fail to make a profit, overtime they will go out of business. In the US, all tourism services are privately owned, and there are different types of private ownership: sole trader is one individual, or a married couple are sole owners a business. Partnerships are where more than one persons are joint owners of the business. Limited liability companies are those that shield the owners from personal liability where debts are incurred. Public companies raise capital by listing on the stock market and selling shares to the public who then become owners of the company (shareholders).

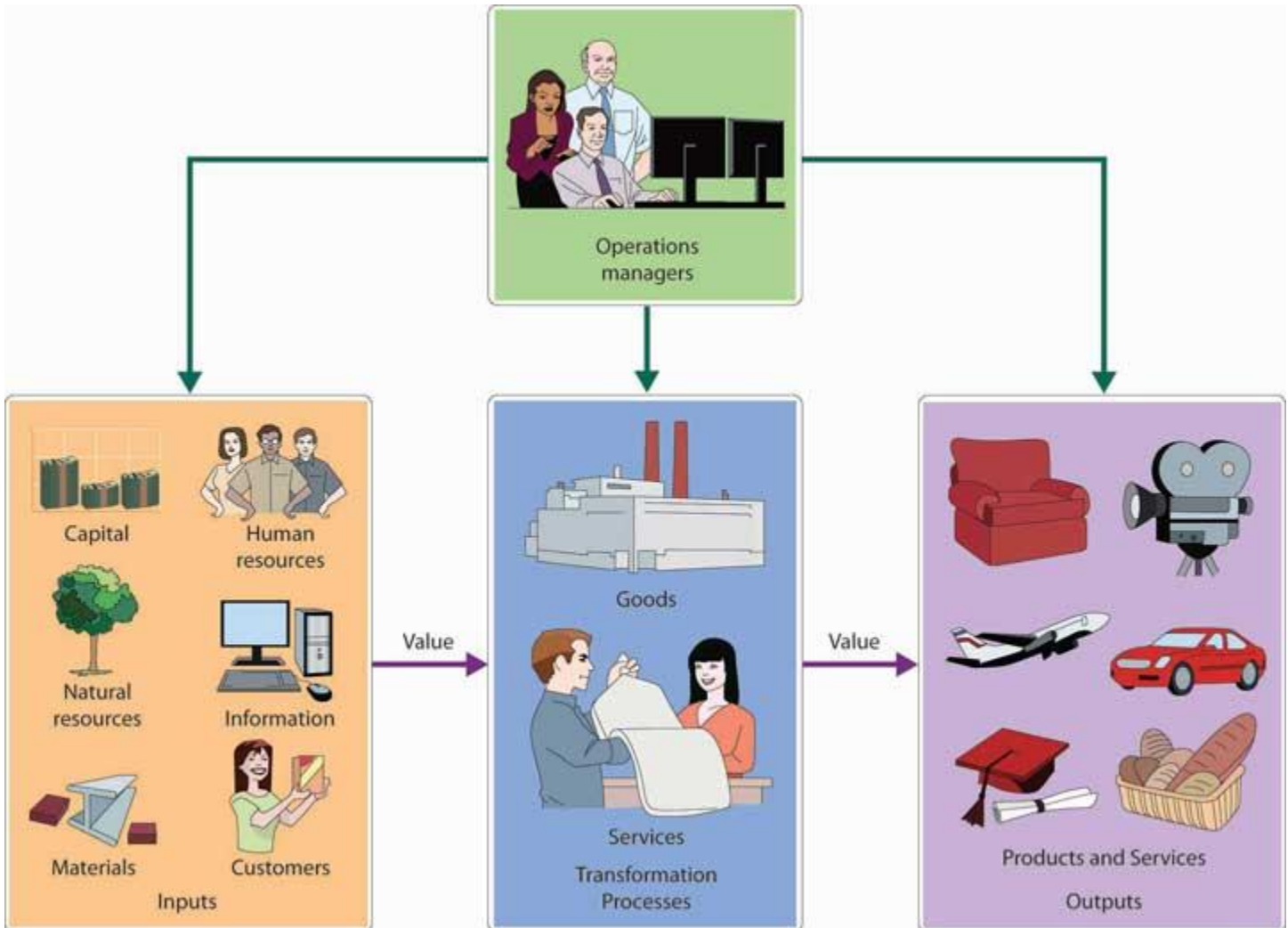
The preferred outcomes of business enterprises regardless of the industry, size or operating model are quality, productivity, profitability, competitive advantage, and sustainability and their success are highly influenced by these factors:

- **Stakeholders:** shareholders, workers, managers and leaders, suppliers, customers, government, and the community
- **Strategic planning,** organizing, and evaluating goals, visions, mission, and organizational structure.
- **Strategic leadership and management oversight.**

- **Operational and relational principles, practices, and policies** that shape the organizational culture.
- **Operational structure, systems, and staff.** Operational needs will include capital (finances), ideas, expertise, job functions carried out by the human resources (labor), location (land), business systems and job design – job design, equipment, operating standards and service models.
- **PESTLE factors** that impact the success of the business strategy and operational plans: (Political, Economic, Social, Technological, Legal, and Environmental)

4.1. Operational Functions

Common functions within all types of organisations are: marketing, finance, human resource management, and operations. These functions have interrelationships and contribute to the overall organisation mission and objectives.



4.2. Human Resource

Effective Human Resource Management is concerned with business objectives and competitive advantage through human relations: people planning, principles, policies, practices, perspectives, participation, performance, and proficiency.

Scope Of HR:

- Business goals and objectives
 - Competitive advantage
 - Work-force planning
 - Job design
 - Job specification and job descriptions
 - Job contracts
 - Selection and recruitment
 - Training and development
 - Employees welfare and services
 - Employees' performance management, evaluation, and feedback
 - Remuneration
 - Organizational identity and culture
-
- The purpose of Human Resource Management is applying effective principles, techniques, and leadership to resourcing an organisation with the talent and skills appropriate to fulfil the business objectives.
 - People are the lifeblood of any organisation and being able to attract, recruit and retain talented staff is at the core of all HRM activity. The outcome of effective HRM are: maximizing of the employees' contribution and gaining competitive advantage for the business.
 - To achieve its goals HR must inculcate the importance of training and development and continuously build and extend the skills base of the organization to meet the ever-changing business environment.
 - HR must become familiar with current techniques of job design and with different reward systems as organisations today are trending towards becoming more flexible (flexible organizations) with equally flexible labour force. This so they can recruit the best people cost-efficiently yet meet the changing needs of the new technologically-dependent global economy.
 - To hire, train and retain the best people for competitive advantage HR is not only concerned with hiring and staff training, but in managing good employee relations.
 - So, organizations must engage their staff, demonstrate understanding of the law governing HRM processes, build meaningful and valuable relationships with all the stakeholders, even with the trade unions, and always use best practices which will enable them to become an 'employer of choice' in their labor market.

4.3. Marketing

Carrying out the marketing related activities. This involves planning to tell the story of the business, figuring out who to tell the story to, when to tell the story, how to tell the story to make it appealing, believable, saleable, and more interesting than other stories being told, and the cost of telling the story through different media.

The role of marketing and how it interrelates with other functional units of an organisation

- **Definitions and the marketing concept:**
 - Definitions of marketing and the nature of marketing.
 - Core concepts: customer needs, wants and demands, product and services markets, value, customer satisfaction/retention, quality, cost/benefits, efficiency/effectiveness, profitability, the growth of consumerism, strategic/tactical marketing, reasons for growth, marketing as a business philosophy, relationship marketing, changing emphasis of marketing
 - The development of the marketing concept, including current and future trends.
- **Marketing environment:**
 - Micro environment of the company; stakeholders eg suppliers, intermediaries, owners, financiers, customers, competitors, local residents, pressure groups;
 - Macro environment demographics eg economy, society, ecology, technology, politics, legal, culture;
 - The role of marketing:
 - The structure and operations of marketing departments.
 - The different roles of marketing within both a B2C and B2B context.
- **Overview of marketing processes that include analysis, strategic planning, and the marketing mix.**
 - Strengths, weaknesses, opportunities and threats (SWOT) analysis;
 - Political, economic, social, technical (PEST) analysis;
 - Porter's competitive forces
 - How the external environment influences and impacts upon marketing activity.
- **Consumer markets:**
 - Central role of the customer, customer culture, models and types of behaviour, consumer orientation (internal and external), competitor orientation, decision process, value chain, value and satisfaction, long-term relationships
- **Market segmentation:**
 - Principles of segmentation, targeting and positioning, segmentation bases eg geographic, demographic, behavioural, lifecycle stage, income, gender
- **Ethics and social responsibility:**
 - Sustainability, social audit, public relations, legal and regulatory considerations, public policy, third world issues, trends eg green issues, environmentalism, pressure groups
- **Services industry context:**
 - Contexts eg hospitality, travel, tourism, sports, leisure, recreational industries, public, private, voluntary (not-for-profit) sectors
- **The interrelationships of functional units:**
 - Marketing as a business function.
 - The different roles of business units and the interrelationships between these functional units and marketing.

The ways in which organisations use elements of the marketing mix (7Ps) to achieve overall business objectives:

▪ **The 7Ps marketing mix:**

Marketing mix elements: Nature and characteristics of products and/or services, service quality, people, partnerships, programming, packaging

- **Products/Services:** Differences between products and services, importance of brands, product development and product lifestyle, unique selling points (USPs).
- **Price:** Pricing context, pricing strategies and tactics e.g. skimming, penetration, product mix, price adjustments, competitor analysis, policy e.g. cost-plus, break-even, value-based, competition-based, variable, price setting considerations; factors affecting pricing decisions eg demand elasticity, competition, ethics
- **Place:** Distribution channel management, supply chain management, and logistics, customer convenience and availability, physical distribution and logistics, niche marketing, vertical/horizontal integration, impact of technology, franchising, ethical issues
- **Promotion:** Integrated communication mix and promotional tools role eg public relations, sponsorship, personal selling, advertising and sales promotions, branding, effective communications, communication channels, online marketing, promotional-mix decisions, budgetary considerations, monitoring and evaluating promotions
Advertising: objectives, methods, reach, frequency, impact, creating copy, costs and budgeting; **Campaign:** format, objectives, target market, evaluation Sales promotion: aims and objectives, reasons for growth, methods, tools, limitations, branding and merchandising, evaluation
- **People:** The different roles of 'people' in marketing, including customer interfacing and support personnel. The different skills, attitudes and behavior of people delivering the product or service to customers.
- **Physical evidence:** The tangible aspects of service delivery – visual, aural and elements.
- **Process:** Systems and processes involved in delivering a consistent service. Different types of processes used to expedite the marketing function.

▪ **Achieving overall business objectives:**

- The shift from the 4Ps to the 7Ps and the significance of the extended marketing mix.
- An overview of the marketing planning process (Analysis, Planning, Implementation and Control) and marketing strategy.

Develop and evaluate a basic marketing plan

▪ **Marketing planning:**

- The importance and value of marketing plans.
- The links between marketing plans, marketing objectives and marketing strategies.
- Evaluating and monitoring marketing plans using appropriate control and evaluation techniques such as sales analysis, market-share analysis, efficiency ratios and cost-profitability analysis.

▪ **Structure and development of marketing plans:**

- Market segmentation and target market selection.
- Setting goals and objectives, situational analysis tools and techniques, creating a marketing strategy and allocation of resources and monitoring and control measures.

▪ **Research and information:** relevance, new and existing products, services and markets; market information systems, defining the market, measuring current demand, the marketing research process, forecasting and demand measurement, positioning of products and services, quality as an influence on customer perceptions

- **Data collection and analysis:** needs, wants, location, focus group, primary research eg questionnaires, surveys, interviews, samples; secondary research eg internal records, statistics, published information, government publications, industry journals, qualitative/quantitative data, analysis, evaluation Communications: range of media eg television, newspapers, magazines, radio, billboards, and posters; suitability for specific products, services and markets Marketing plan: implementation, timescales, costs, evaluation e.g. objectives, revisions, and outcomes.

Marketing Operations (centricconsulting.com, sec 4):

- Marketing Operations Cuts Across Existing Departmental Boundaries
- Marketing must learn to fluidly lead in a cross-functional, cross-departmental manner.
- Marketing Needs To Own And Be The Champion of the Customer Journey
- Marketing needs to drive the customer experience. A 360-degree view of the customer is required drawing from all enterprise touch points (sales, IT, customer service, etc.).
- Additional Skills Will Be Needed. Agile team leadership, analytics, technology, and technology integration skills are all required.
- Both Data And Content Are Key. Customer data and content from across the enterprise should be used to enable the most relevant customer experiences. Maximizing the usage of data and content will allow increased customer journey interactions and increase marketing ROI.
- Establish Operational Metrics. Operational metrics for campaign execution, as well as the campaign itself, are important. These metrics will help you understand and refine the campaign development process resulting in more predictable execution times and increased campaign throughput.

4.4. Finance

Balancing the books is at the heart of all business management and a good financial plan takes cost into account: the costs of staffing the organization, of interpreting and maintaining local sites, and of marketing. Cole-Ingait, (n.d, par 1) described financial management as providing framework “for pursuing synergy between the functional responsibilities and financial resources of the business organization.” The management of financial resources in the modern business world involves “flexible monetary policies, integrative financial systems and strategic decision models capable of maximizing wealth generation.” Thus, Financial management is used to achieve:

- efficiency,
- liquidity,
- profitability,
- security, and
- capital structure.

Financial management is used to maximize returns and ensure the profitability of the business to keep the shareholders satisfied and attract new investors. Profitability gives the business competitive advantage and ‘financial muscle’ to penetrate new markets and stay ahead of competitors Cole-Ingait, (n.d, par 2). Another objective of financial management is to ensure that the organization has sufficient cash ready to conduct business, that is to support the business operations and strategies. The preparation of cash flow forecasts and budgets will enable that financial resources are effectively allocated, and possible funding shortage is identified early.

Where can small business look for start-up funds and financing for new or expansion projects?

A small business must have sufficient funds to support routine activities and future plans and before it can become profitable it needs to be able to finance the business operation and strategy in the short-run. Freeburn (2018) proposed eight (8) start-up financing options for small business: (1) Self-funding: tap personal savings, sell personal assets, use credit cards, borrow against personal assets e.g. home or motor vehicle, bank loan, or withdraw cash from retirement funds. (2) Friends and families (3) Small Business Administration (SBA) Loans e.g. loan programs, or microloans. (4) Venture Capital (VC) (5) Angel Investors (6) Crowdfunding (7) Peer-to-peer loans (8) Incubators

4.5. Business Operations

FOURTEEN STAGES OF PLANNING AND MANAGING A TOUR

- 1) Researching and evaluating the potential of the destinations in these five areas:
 - **Airlines And Airports:** the cheapest way to get comfortably and safely to destination. Airports that are closer to the hotel and attractions, will save on cost
 - **Attractions:** the registered sites that will be of interest to the target group.
 - **Visitor Services:** places to eat, park, sleep, go to the restroom, get gasoline, shopping, touring etc.
 - **Organizational Capabilities:** identify the local organizations involving in tourism, preservation, humanities, museums, arts, and economic development for potential support.
 - **Safety And Security:** identify the full array of measures needed to protect the value of historic, cultural, and natural assets.
- 1) Researching and evaluating the potentials and segments of the market to target.
- 2) Negotiating with the selected Tourism Suppliers and Vendors
- 3) Creating the Tour Itinerary
- 4) Costing the package
- 5) Carrying out financial evaluation and pricing of the package – cost-oriented tour pricing
 - Mark-up
 - Total Cost / Absorption Cost
 - Product Cost
 - Rate of return
- 2) Carrying out the required administrative, financial, and supporting operational functions such as: leadership, job design, delegating responsibilities, quality assurance, creating budgets, receipting, booking etc.
- 3) Creating the marketing plan
- 4) Developing the tour operator's brochure
- 5) Marketing and selling the tour package
- 6) Collecting the deposit from the customers
- 7) Paying the vendors and securing the reservations
- 8) Executing the tour
- 9) Carrying out post-tour management and evaluation

REFERENCE PAGE

(Currently being completed. Once attached this document will be resent)