

Answers

Chapter 1 Exam-style questions

Question 1

Indicative answers

- a** Mass tourism involves huge numbers of people going to the same resort often at the same time of year. It is a popular form of tourism and is often sold through ready-made holiday packages. The traditional sun, sea and sand holiday to the Spanish Costas is an example of mass tourism. Specialised tourism is the provision of customised tourism activities that cater to the specific interests of groups and individuals. An individualised tour itinerary with a chauffeur and your own tour guide is an example of specialised tourism.
- b** There are three main reasons why people travel – for leisure, for business or to visit friends and relatives. Destinations are often geared towards one type of tourism; for example a beach resort will appeal mainly to leisure tourists, whereas a purpose-built conference resort will appeal mainly to business tourists. Business tourists tend to visit urban areas whereas leisure visitors tend to find countryside locations offer the best facilities for recreational activities. Those visiting friends and relatives have no control over the nature of the destination they will visit; it will very much depend on where the people they are visiting live.
- c** LEDCs often find it difficult to attract visitors because:
- They do not always have the necessary infrastructure to support tourism.
 - They are not always easily accessible.
 - They may not have offer ‘westernised’ standards of accommodation etc.
 - Differences in culture may put tourists off.
 - There may be political instability in some LEDCs.
 - There may be negative media reports about crime, and social conditions in some LEDCs.
 - Mass tourists want to visit places where they feel secure, and have some familiarity with their surroundings. There has, however, been

an increase in the number of independent travellers over recent years, who actively seek out the experiences of visiting LEDCs and going ‘off the beaten track’.

Question 2

Indicative answers

- a** Reasons for the appeal:
- white sandy beaches – beautiful landscapes
 - turquoise sea water – coral reefs, great for scuba diving
 - unique, well-preserved environment – unspoilt by tourism.
- b** The data shows a 15% increase in tourist arrivals between 2014 and 2015, coming after a year in which the increase was negligible at 1%. This means that visitor numbers in any one month reach 25 000 – whilst this is still a relatively small number by other destinations’ standards, it is a significant amount to the Seychelles – nearly a third as many as the number of people living in the islands. This means nearly 1:4 people on the islands at any time is a tourist. This is important for the economy, which depends on the income from these visitors.
- c** Island destinations are vulnerable to climate change:
- Increased stresses are placed on environmental systems.
 - The most serious impacts will result from the effects of sea level rise on small island states.
 - More frequent periods of extreme heat will cause discomfort in many resorts.
 - Rise in temperature may have a direct impact upon the islands themselves, including the bleaching of coral in the reefs.
 - It is these reefs that ensure the islands remain intact.
 - The low elevation of some islands makes them particularly vulnerable to sea level rise. At best a rise in sea level would cause coastal erosion and at worst a sizeable proportion of landmass could become submerged.

- The higher the sea level the more frequently these small islands will be over washed by storms. The dangers of salt water intrusion of the islands, combined with sea level rise, may lead to the islands becoming uninhabitable in the future.

Although it is generally considered that the Maldives are most at risk from rising sea levels, all island destinations are vulnerable to the impacts of climate change.

Question 3

Indicative answers

a Accessibility is being managed through:

- open skies policy – making it more attractive for airlines to add Zimbabwe to their routes
- relaxing visa regulations – to encourage visitors from LEDCs to buy reducing the cost of visa applications, or allowing visitors to stay longer
- increased number of low cost airlines serving the country – makes costs of flights affordable to more people
- improved roads – makes travel within the country easier
- improved international airport facilities – more convenient for passengers.

b Governments support tourism development:

- because it brings economic benefits – increased foreign exchange, investments, increases GDP etc – employment opportunities and increased standard of living
- because it brings political benefits – enhances the reputation and image of the country, brings increased social harmony
- because it helps conserve/preserve natural environments and cultural heritage – nature reserves, UNESCO sites etc – ensures their preservation for future generations.

c There are many subsectors of the industry which work together to create the overall tourism experience:

- Transport – so that visitors can travel to and from a destination and within the destination during their stay.
- Accommodation – so that visitors have a place to stay during their visit.
- Catering/F&B outlets – so that visitors can get refreshments and dine out during their visit.
- Tourist attractions – these are often the main ‘pull’ for visitors to a specific destination – so that they have a purpose for their visit.
- Other entertainment facilities – tourists use their visit for recreational purposes so require sports facilities, theatres, shopping malls, cinemas etc.
- Other amenities – banks, hospitals, internet etc.
- Ancillary services – car hire, tour guides, information services etc.
- No single subsector is more important than another – they all contribute to the experience a visitor receives from the time they leave home to the time they return. Many of the subsectors work together – for example accommodation and catering often go hand in hand to provide hospitality services to the visitor, or tourist attractions and ancillary services – a museum will often offer a guided tour during your visit.

Chapter 2 Exam-style questions

Question 1

Indicative answers

- a**
- i**
- individuals – business travellers, single travellers
 - groups – educational groups, special interest groups
 - families
 - travellers with specific needs.
- ii**
- Business travellers may require more space to work for laptop etc.
 - Educational groups may require seats close to one another.
 - Families may require bottle warming facilities.
 - Travellers with specific needs may require special meals e.g. gluten free meals.

b Impacts may include:

- more efficient workforce
- increased levels of customer satisfaction
- customer loyalty
- more likelihood of repeat business
- increase in income
- positive reputation for the airline.

Quality customer service is really important in gaining competitive advantage, especially for airlines which operate in a highly competitive market and the quality of their service is all that really differentiates one airline from another. If customer service provision is not up to the customer's expectations, this is likely to have a very negative impact for the business as the customer will not choose to fly with the same airline again in the future.

c Training is important for the following reasons:

- It increases employees confidence and knowledge of the job.
- It ensures that external customers receive quality service/leads to customer satisfaction.
- It ensures the health and safety of everyone using the airline.
- It contributes to job satisfaction and well-motivated staff.

There are many different job roles, each requiring a different set of skills, product knowledge and expertise. A pilot must be experienced as well as highly qualified and trained for his/her role; cabin crew staff need customer service training but must also understand the fixtures and fittings of different types of aircraft; a mechanic must be highly skilled in detecting and remedying faults with the aircraft etc.

Question 2

Indicative answers

- a**
- i**
- employees
 - suppliers
 - other organisations that deal with the hotel.
- ii**
- visitor passes – so that all visitors to the hotel have to sign in and out for health and safety reasons
 - public liability insurance to cover any person on the premises– in case of accidents
 - carrying out regular risk assessments
 - having a clear health and safety policy
 - having equipment safety tested on a regular basis
 - lone working arrangements so that staff are not placed in vulnerable situations etc.

There are clear guidelines given about health and safety at work in most countries. A hotel must ensure that guests, staff and other visitors are kept safe when at the hotel.

b Ways to create a safe working environment for internal customers:

- employ staff who speak a broad range of foreign languages
- have signs in several languages or use visual symbols for ease of communication
- offer a range of overseas TV channels
- offer newspapers in a range of languages
- offer food to meet the different tastes of people from different countries.

There are numerous ways a hotel can meet the needs of foreign visitors. It is not just about different languages but meeting different cultural needs to. Offering a 'women only' session in the swimming pool might meet the cultural needs of some visitors

perhaps. Similarly, people from Asia tend to eat different foods for breakfast, so offering rice and noodle dishes as well as the more European cereal and fruit will ensure the hotel is better able to meet guests' needs.

- c** If a guest feels they are not receiving value for money, the following might occur:
- The guest might make a formal or informal complaint.
 - The guest may give the hotel a bad online review.
 - The guest is unlikely to return to the hotel for another visit.
 - The guest is unlikely to recommend the hotel to family and friends.

This means that the hotel will have left the guest unsatisfied. This is bad for the reputation of the hotel and might result in a loss of future custom. This in turn will decrease the revenue that the hotel generates.

- b** Many organisations adopt a complaints policy which sets out guidelines for staff in dealing with customer complaints.
- The advice in these guidelines help staff de-escalate an emotionally charged situation.
 - They allow the angry customer the opportunity to get their grievances aired and makes their opinion feel valued.
 - The guidelines ensure that staff work in a standardised way to treat all customers fairly.
 - They try to make sure that staff members do not take any of the comments made personally.
- c** Customer loyalty is important in T&T:
- Many providers are SMEs (small and medium sized enterprises) and do not have vast sources of income.
 - Customer loyalty leads to repeat business.
 - Repeat business generates income.
 - Promotion to existing customers is cheaper and easier than to new customers.

Question 3

4

Indicative answers

- a i** Customers often complain about all of the following:
- cost of products and services
 - availability of products and services
 - quality of products and services
 - cleanliness
 - other customers' behaviour
 - length of queues.
- ii**
- Customers might complain in person to a member of staff at the site.
 - They may use an online complaints form via the company website.
 - They might send an email.
 - They may use an online review site.
 - They may write a formal letter of complaint.
 - They may make a telephone call.

Chapter 3 Exam-style questions

Question 1

Indicative answers

- a** BTEA are planning to use a brand name – Manama Gulf Capital of Tourism 2016 – and a brand logo to create a brand identity. Brand names are used to distinguish one destination from another in customer's minds. Using a 'Year of ...' is another good way to keep a destination's brand profile high. A logo is a visual means of attracting the attention of customers and to create a visual association between the logo and the destination.
- b** The marketing activities include:
- an international promotional campaign
 - a brand launch event to coincide with the Bahrain Formula One event
 - a series of festivals as part of the Manama Gulf Capital of Tourism year.

It is important for a destination to plan a broad range of different marketing activities in order to be able to raise awareness of the destination and its brand image at regular points during the year of its launch. Marketing campaigns may include attending trade fairs, creating publicity materials, using social media etc. All of these activities will reach different audiences, to create a wide potential customer base for Bahrain.

Key stakeholders will work together to implement these different marketing activities in order to raise awareness of the destination and to ensure there is good media coverage of the destination brand launch.

- c**
- Market segmentation ensures that customers can be targeted.
 - This saves wasted advertising costs targeting people who are not interested in the destination.
 - It allows BTEA to focus on geographical markets – China and Saudi Arabia.
 - It allows the destination to ensure the right products and services are available for customers.
 - It ensures that the product positioning of the destination is correct.

Every tourist is different. Every tourist feels attracted by different tourist destinations, likes to engage in different activities while on vacation and makes use of different entertainment facilities. While all tourists are different, some are more similar to each other than others: many people enjoy culture tourism and many tourists require facilities for business or for children at the destination. Acknowledging that every tourist is different and that the tourism industry cannot possibly cater for each individual separately forms the basis of market segmentation.

The benefit of market segmentation lies in a tourist destination being able to specialise in meeting the needs of a particular group and to become the best in catering for this group. In so doing the destination gains a competitive advantage over other similar destinations.

Question 2

Indicative answers

- a**
- focus groups – gathering potential customers to discuss their perceptions of the destination
 - online survey – sending out a questionnaire to existing customers via email
 - workshops – these are often held with travel industry professionals to develop their knowledge and understanding of a destination
 - data mining – is the term used for the analysis of large amounts of research data to find patterns and trends
 - benchmark analysis – a type of market research which allows an organisation or destination to compare themselves with others.
- b** The aims of market research and analysis will include:
- finding out about the market
 - identifying customer needs and wants
 - understanding who your competitors are and how they manage competition with other destinations
 - recognising travel trends and patterns of customer behaviour
 - knowing the preferences of customers in selecting destinations to visit

- investigating the popularity of different destinations
- placing the destination at the appropriate stage on the Butler 'Destination Lifecycle' model.

Some of these aims will be more important to the destination at the time of defining the tourism market. It will depend on whether the destination is an emerging one or an established one. Some destinations need to carry out detailed research to better understand their position, whereas other destinations use market research to refine their marketing mix, to better cater to the needs of their customers.

c Reasons for branding destinations include:

- changing the perception of unfavourable stereotypes
- creating a common vision for the future of the community and its potential as a destination
- providing consistent representation of the destination
- enhancing local, regional, national and global awareness of a destination
- making itself more appealing.

All of these reasons are important. The tourism board of Yucatán is likely to want to enhance awareness of the destination the most, although it will also want to realise the destination's full potential for tourism, to boost the economic contribution of the destination. Yucatán is said to have 'strong and positive attributes' which implies the perception of the destination is generally good. It is important for any destination to continually strive towards making itself more appealing.

Question 3

Indicative answers

- a**
- USP
 - logo
 - use of colour
 - price in association with image
 - distinctive packaging
 - corporate identity – uniforms, furnishings.

There are many ways of reinforcing a brand identity. Many destinations use a slogan or tagline as a key element of their brand identity, but this is often backed up with the use of one or more of the other methods listed here. Logos provide a good visual representation of the brand, and many customers will also associate the use of colour with specific brands.

There are many difficulties encountered in creating a lasting brand:

- a destination is made up of composite products, not just one product
- intangibility of the tourism offering
- the destination's reputation and image are not created by the destination management organisations in charge of its marketing and promotion
- diverse range of organisations and partners involved in crafting and delivering the brand
- lack of funding for marketing efforts
- difficult to create a unique identity in the face of stiff competition
- destination image is affected by natural disasters, political unrest, acts of terrorism and other social, economic and political factors.

The process involved in establishing a new brand identity is time consuming and costly. Therefore destinations hope to be able to establish an effective brand which will be long lasting.

- b**
- i**
- Cebu Chamber of Commerce and Industry (CCCI)
 - Mega Cebu
 - Cebu provincial and city governments
 - the public
 - tourism providers in the area.
- ii**
- Mega Cebu is a community organisation which played a pivotal role in choosing the destination brand. Local communities are involved in the branding process, because they are often the people directly employed in the tourism industry, and represent the brand in their face to face interactions with tourists.

Chapter 4 Exam-style questions

Question 1

Indicative answers

a Answers can include:

Provides a quality environment which would be a desirable place to work, live and relax.

An extensive variety of facilities for visitors and locals alike such as restaurants, shops, theatre, market and museum.

b Answers can include:

The Waterfront's redevelopment can lead to wealth generation for the area by providing direct and indirect tourism jobs.

There will be a variety of tourism related roles such as the restaurants, museums, arts and crafts market.

There is an opportunity for the recirculation of money within the area known as the multiplier effect whereby the host community will benefit from the influx of tourism income which can be spent on developing the infrastructure. This will bring benefits to both the hosts and visitors.

The growth of the land through redevelopment will allow for increasing income for commercial organisations. This will attract more customers to the area and at the same time expand the customer base.

c Answers can include:

Tour operators can provide detailed information in their brochures and websites to help sensitise potential visitors to the cultural customs showing them how to act and behave; this will prevent conflicts and misunderstandings. For example, Responsible Travel organise a variety of trips and tours around the world. They ensure that they offer holidays to places such as Thailand and India which are marketed as Responsible tours. Each holiday has a full description of the ways that the visitor can interact and bring benefits to the local communities. This form of education can be vital but it is dependent upon the depth, accuracy and clarity of the information provided. Responsible Travel can also encourage links with local communities allowing tourists to benefit from seeing the 'real' community and be able

to contribute in a meaningful way. They can encourage the use of local labour and supplies such as food, crafts and souvenirs. Many tour operators screen the organisations they work with in order to ensure that they adhere to acceptable responsible policies. They can also campaign and enter award schemes which helps to encourage responsible tourism for both local communities and the visitors.

Question 2

a Answers may include:

Bring an issue or a cause to the public attention; influence the government and public alike, lobby governments, educate the public; support communities by bringing attention to the negative impacts of tourism.

b Answers may include:

Three principles of destination management are maximising the retention of visitor spending at the destination, this can be done by widening access to facilities and assets, this in turn can provide infrastructure development for example, provision of good car parking to enable tourists to enjoy appropriate access to an area.

Investing the income from tourists in public and social projects for local communities. This can benefit both locals and visitors alike. It can help to sustain the growth of tourism and preserve cultural heritage in an area.

Widening access to facilities and assets such as providing appropriate physical space for wheelchair users or for visitors who may need assistance.

By investing in staff training and development organisations are better able to meet the needs of visitors. Many skills are essential in today's modern world and it would be expected that employees would have knowledge of computers, hygiene, travel systems and knowledge of environmental concerns.

c Answers may include:

Ethical operators can support local communities by initiating discussions and advice based on the needs and expectations of the local people and their community projects. This may reflect consideration of significant local religious and cultural beliefs. Operators can encourage visitors

to liaise with local guides as much as possible in order to understand the local customs and accepted forms of behaviour.

By insisting on using local people and suppliers operators can ensure that their itineraries will not disadvantage the local community in any way. At the same time, they can guarantee respect for local customs religions and traditions.

By encouraging visitors to buy local products such as food and souvenirs the benefits will be channeled directly into the community. This is most important, as it will prevent leakage in terms of labour, finance and the supply of goods. Overall, ethical operators will encourage travel by small groups in order to reduce intrusion on local communities.

By staying in locally owned accommodation and visiting locally run initiatives the benefits of tourism are certain to stay within the local community.

Question 3

a Answers may include:

To provide a clear policy to enhance the image of the destination to bring in more custom.

Develop the reputation of the destination over a long term which would make an area more attractive to visitors.

b Answers may include:

Environmental impacts may be reduced by having zoned or restricted areas. This would prevent over-use and damage to the flora and fauna. It would also ensure that the correct carrying capacity was in place to prevent erosion and damage to the biodiversity of the area. Also by incorporating a fee to be paid for by each visitor would allow funds accrued to repay or conserve the environment. This would help to redress any damage that was evident e.g. by providing new signage, fences, education boards.

Only allowing a small group with a guide at any one time would allow less damage to be caused. The most important aspect would be that of time and space management, which would be necessary in order to assess the most appropriate times to complete repairs. Conservation methods should be employed in order to manage and protect the environment. Re-routing, re-seeding etc could all take place in carefully managed periods. This may mean employing more workers, guides or volunteers to help protect the area and prevent over usage.

c Answers may include:

Sustainable tourism practices such as the maintenance and improvement of biological resources and their diversity are likely to benefit the Zambezi Valley. By improving the resources it will help to perpetuate the landscape and retain the ecology of the area. This is essential to the environment and to the attractiveness of the area, one of the main reasons for visitor interest as it will offer a quality experience. Sustainable practices will also help to relieve pressure on the fragile resources and contribute to improvements in the quality of life for the population. By correct management, the area will survive countless visitors viewing the area. The carrying capacity will be set and this will help to prevent damage to the area.

By attempting to preserve the culture and values of people they will be able to sustain customs and strengthen their community identity. This will prevent culture loss and ensure the diversity is retained. Managing resources effectively will not only support the present needs of the population but will aid with the aspirations of future generations. This makes sustainable practices essential to the success and long-term health of any destination.