

TVET CERTIFICATE V IN TOURISM

PERFORMING COMMUNITY BASED TOURISM

TORCT501

PERFORM COMMUNITY BASED TOURISM

Competence

Credits: 12

Learning hours:120

Sector: Hospitality and Tourism

Sub-sector: Tourism

Module Note Issue date: June, 2020

Purpose statement

This module describes the skills, knowledge and attitudes required to perform community-based tourism services. At the end of this module, participants will be able to apply community-based tourism planning skills, to prepare host community, and also to apply community-based tourism guiding skills.

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GENERAL INTRODUCTION

Definition of terms

a. Community:

A **community** is a small or large social unit (a group of living things) that has something in common, such as norms, religion, values, or identity. Communities often share a sense of place that is situated in a given geographical area (e.g. a country, village, town, or neighborhood) or in virtual space through communication platforms.

A community implies individuals with some kind of collective responsibility, and the ability to make decision by representative bodies.

Human communities may share intent, belief, resources, preferences, needs, and risks in common, affecting the identity of the participants and their degree of cohesiveness.

b. Tourism

Tourism comprises the activities of people travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes.

These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which imply tourism expenditure.

It can be also defined as a collection of activities, services and industries which deliver a travel experience comprising transportation, accommodation, eating and drinking establishments, retail shops, entertainment businesses and other hospitality services provided for individuals or groups traveling away from home.

c. Community Based Tourism



Figure 1: Different CBT activities prepared by the local community

Community based tourism is tourism in which local residents (often rural, poor and economically marginalized) invite tourists to visit their communities with the provision of overnight accommodation.

It is a small project that is put in place in the villages mostly around national parks or within the park to benefit local people.

Furthermore, Community Based Tourism (CBT) is tourism activity, community owned and operated, and managed or coordinated at the community level that contributes to the well-being of communities through supporting sustainable livelihoods and protecting valued socio-cultural traditions, natural and cultural heritage resources.

Examples of the places where CBT is performed

a. In and around Nyungwe National Park

- Ubwiza bwa Nyungwe Beekeeping union
- Friend of Nyungwe
- Kitabi eco-center former Kitabi Cultural Village
- Banda village

- b. Near Volcanoes National park there is
 - Gorilla guardian Village former Iby'Iwacu cultural Village
 - Water and agricultural projects
- c. Near Akagera National Park there is
 - Imigongo Art and Craft center in Kirehe District
- d. Near Gishwati-mukura national park

There are cooperatives that perform:

- Farm stay
 - Live cultural dance
 - Making handicrafts
 - Beekeeping
 - Tea plantation
 - Traditional healing
- e. Other cultural villages:
 - Kigali Culture Village (KCV)
 - Ikirenga Culture village
 - Etc.

Learning Unit 1: Apply CBT planning skills

LO 1.1 – Identify Community Based Tourism opportunities according to tourist categories

- **Content/Topic 1 :C B T opportunities**

Based in the local area, CBT can be performed in a wide range of aspects such as cultural tourism, eco-tourism, business tourism, adventure tourism, religious tourism, sport tourism, health tourism, agro-tourism, fashion tourism. All of these are opportunities of the Community-Based Tourism.

1. Cultural Tourism



Figure 2: The Institute of National Museums located at Huye, a centre for culture and heritage.

Cultural tourism has been defined as 'the movement of persons to cultural attractions away from their normal place of residence, with the intention to gather new information and experiences to satisfy their cultural needs'. These cultural needs can include the solidification of one's own cultural identity, by observing the exotic "other".

Cultural tourism is the subset of tourism concerned with a country or region's culture, specifically the lifestyle of the people in those geographical areas, the history of those people, their art, architecture, religion, and other elements that helped shape their way of life.

2. Eco-tourism

Ecotourism is a form of tourism involving visiting fragile, pristine, and relatively undisturbed natural areas, intended as a low-impact and often small scale alternative to standard commercial mass tourism. It means responsible travel to natural areas, conserving the environment, and improving the wellbeing of the local people.

Generally, ecotourism deals with interaction with biotic components of the natural environments. Ecotourism focuses on socially responsible travel, personal growth, and environmental sustainability. Ecotourism typically involves travel to destinations where flora, fauna, and cultural heritage are the primary attractions. Ecotourism is intended to offer tourists an insight into the impact of human beings on the environment and to foster a greater appreciation of our natural habitats.

3. Business tourism

Business tourism is the provision of facilities and services to the millions of delegates who annually attend meetings, congresses, exhibitions, business events, incentive travel and corporate hospitality.

Business tourism or business travel is a more limited and focused subset of regular tourism. During business tourism (traveling), individuals are still working and being paid, but are doing so away from both their workplace and home.

Primary business tourism activities include meetings, and attending conferences and exhibitions. Despite the term business in business tourism, when individuals from government or non-profit organizations engage in similar activities, this is still categorized as business tourism (travel).

4. Adventure tourism

Adventure travel is a type of tourism, involving exploration or travel with a certain degree of risk (real or perceived), and which may require special skills and physical exertion.

Adventure tourists may have the motivation to achieve mental states characterized as rush or flow, resulting from stepping outside their comfort zone. This may be from experiencing culture shock or by performing acts requiring significant effort and involve some degree of risk, real or perceived, or physical danger. This may include activities such as mountaineering, trekking, bungee jumping, mountain biking, cycling, canoeing, scuba diving, rafting, kayaking, paragliding, hiking, exploring, sandboarding, caving and rock climbing. Some obscure forms of adventure travel include disaster and ghetto tourism. Other rising forms of adventure travel include social and jungle tourism.

5. Religious tourism

Religious tourism, also commonly referred to as faith tourism, is a type of tourism, where people travel individually or in groups for pilgrimage, missionary, or leisure (fellowship) purposes. The world's largest form of mass religious tourism takes place in India at the KumbhMela pilgrimage, which attracts over 100 million pilgrims.

Many religious tourists attach spiritual importance to particular sites: the place of birth or death of founders or saints, or to the place of their "calling" or spiritual awakening, or of their connection (visual or verbal) with the divine, to locations where miracles were performed or witnessed, or locations where a deity is said to live or be "housed", or any site that is seen to have special spiritual powers.

Such sites may be commemorated with shrines or temples that devotees are encouraged to visit for their own spiritual benefit: to be healed or have questions answered or to achieve some other spiritual benefit.

6. Sport tourism

Sports tourism refers to travel, which involves either observing or participating in a sporting event while staying apart from the tourists' usual environment.

It is generally recognized that there are three types of sport tourism: Sport Event Tourism, Active Sport Tourism, and Nostalgia Sport Tourism.

7. Health tourism

Medical tourism refers to people traveling to a country other than their own to obtain medical treatment.

Medical tourism most often is for surgeries(cosmetic or otherwise) or similar treatments, though people also travel for dental tourism or fertility tourism. People with rare conditions may travel to countries where the treatment is better understood. However, almost all types of health care are available, including psychiatry, alternative medicine, convalescent care, and even burial services.

Health tourism is a wider term for travel that focuses on medical treatments and the use of healthcare services. It covers a wide field of health-oriented, tourism ranging from preventive and health-conductive treatment to rehabilitation and curative forms of travel. Wellness tourism is a related field.

8. Agro-tourism

Agritourism or **agro-tourism**, as it is defined most broadly, involves any agriculturallybased operation or activity that brings visitors to a farm or ranch.

Agritourism is a form of niche tourism that is considered a growth industry in many parts of the world, including Australia, Canada, the United States, and the Philippines. Other terms associated with agritourism are "agritainment", "value added products", "farm direct marketing" and "sustainable agriculture".

9. Fashion tourism

Fashion tourism is a niche market segment evolved out of three major sectors: Creative Tourism, Cultural Tourism and Shopping Tourism. Fashion Tourism can be defined as “the interaction between Destination Marketing Organizations(DMOs), trade associations, tourism suppliers and host communities, with people travelling to and visiting a particular

place for business or leisure to enjoy, experiment, discover, study, trade, communicate about and consume fashion.”

- **Content/Topic 2: CBT site features**

The Community Based Tourism site features may include:

1. Accessibility:

The CBT site should be accessible.

This is an important key factor for the development of tourism.

- An attraction may be wherever but without accessibility, it can't be possible to reach towards that place.
- It is the mode of transportation, which helps the tourist to reach the destination.

Three type of transportation include:

a) Surface or land transportation: Transportation on land through roadways or railways. It is the cheapest means of transportation.

b) Air Transportation: Transportation through airways to travel long distance. It has helped a lot of people as they can travel long journey as well as they can travel through high mountains.

c) Water Transportation: Transportation through water. It made important contribution to travel in 19th century after the innovation of shipping technology.

2. Affordability:

The price to access the CBT site should be affordable

If something is *affordable*, it's priced reasonably, and you have enough money to buy it.

Your friends might be jealous that the bike you bought at a yard sale was so *affordable*.

3. Availability of host community: The **host community** is a fundamental component of any **tourism** system. **Hosts** are **defined** as those who live in the vicinity of the **tourist** attraction and are either directly or indirectly involved with, and/or affected by, the **tourism** activities.

4. Availability of facilities:

This may include: Public areas such as parks, playgrounds and community centers. Other tourism facilities may include;

Tourism facilities

- Airports
- Tourist information centers
- Seaports
- Accommodation
- Travel Agencies

5. Rich in cultural components

Culture is defined as the complex and broad set of relationships, knowledge, belief, art, morals, law, custom, values, attitudes and behaviors and any other capabilities and habits acquired by man as a member of society

Components of Culture - are simply parts (*ingredients, items, pieces, features*) that make up a culture. These components look different in each culture.

Components or elements of Culture:

A culture has various elements or components. They are:

1. **Behavior patterns of group** such as mores, folkways, customs, traditions, laws, morals, stereotypes, taboos, legends, fashion, myth etc.
2. **Literature** including prose, poetry, drama, story, etc.
3. **Art** includes music, dance, sculpture, paintings, architecture, photography etc.
4. **Religion** includes worship, observance of rituals, sacrifice, prayers etc.
5. **Ethics.**

Ethics stand for

- The discipline of dealing with what is good and bad, with moral duty and obligation
 - A set of moral principles or values
 - The principle of conduct governing an individual or group
6. **Educational and recreational institutions** like library, museum, school, cinema, theatre, cultural clubs.
 7. **Socio-economic and political institutions.**

Political institutions are the organizations in a government that create, enforce, and apply laws. They often mediate conflict, make (governmental) policy on the economy and social systems, and otherwise provide representation for the population.

LO 1.2 – Analyze cost benefits according to tourism opportunities

- **Content/Topic 1: Types of tour cost**



Figure 3: Tour costing

There are two main types of cost namely fixed cost and variable cost.

1. Fixed cost:

A fixed cost is an expense or cost that does not change with an increase or decrease in the number of goods or services produced or sold. Fixed costs are expenses that have to be paid by a company, independent of any business activity.

Examples of fixed costs include: insurance, interest expense, property taxes, utilities expenses and depreciation of assets. Also, if a company pays annual salaries to its employees regardless of the number of hours worked, such salaries are considered fixed costs.

2. Variable cost:

Variable costs are costs that change as the quantity of the good or service that a business produces changes.

Examples of variable costs are sales commissions, direct labor costs, cost of raw materials used in production, and utility costs.

- **Content/Topic 2: Tour pricing strategies**

Tour pricing strategies may include:

- 1. Cost-based pricing / Cost-plus Pricing**

Cost based pricing is one of the **pricing** methods of determining the selling **price** of a product by the company, wherein the **price** of a product is determined by adding a profit element (percentage) in addition to the **cost** of making the product.

Cost-based pricing involves setting prices based on the costs for producing, distributing and selling the product.

It is an effective way to build a profit margin directly into the price of your product or service. It's just what it sounds like: you calculate the cost to deliver a product or service (cost) and then add a 10% margin, for example (plus).

- 2. Competitive Pricing**

Competitive pricing consists of setting the price at the same level as one's competitors. This method relies on the idea that competitors have already thoroughly worked on their pricing. In any market, many firms sell the same or very similar products, and according to classical economics, the price for these products should, in theory, already be at an equilibrium (or at least at a local equilibrium).

Competitive pricing focuses on neither costs nor customers. Instead, competitive pricing is all about the existing market for your product or service. In competitive pricing, your job is to research the pricing strategies of many competitors to establish a pricing range. The range should have a high end and a low end, and the price of your product or service should fall somewhere between those bookends so that it is competitive.

3. Consumer-based pricing

Consumer-based pricing is the third common approach firms use to set their prices. In this case, the firm first sizes up its customers to determine how much each customer is willing to pay for its product or service and then charges the price each customer is willing to bear.

4. Seasonal pricing/ Dynamic or surge pricing

Seasonal pricing means charging different prices for products and services depending on whether it's high season or low season. The idea is to smooth demand by enticing customers with low prices during the slow period, while maximizing revenues with higher prices when demand is strong.

It is a pricing strategy where businesses set flexible prices for products or service based on present market demands. It is common in the entertainment hospitality and tourism industries where peak rates are charged over weekends, holiday periods and when special events are being held.

5. Prestige /premium or image pricing

Prestige pricing is a marketing strategy that involves keeping a high price for a product or service to communicate high quality or luxury. It is a technique often employed for high-end products since low prices can be translated into low quality by target consumers. It is where prices are set higher than normal because lower prices will hurt instead of helping sales, such as for high-end perfumes, jewelry, clothing, cars, etc. Also called image pricing.

6. Price skimming

This is a pricing strategy in which a marketer sets a relatively high initial price for a product or service at first, then lowers the price over time.

It is designed to help businesses maximize sales on new products and services; price skimming involves setting rates high during the introductory phase. The company then lowers prices gradually as competitor goods appear on the market.

One of the benefits of price skimming is that it allows businesses to maximize profits on early adopters before dropping prices to attract more price-sensitive consumers.

7. Penetration pricing/ loss leader pricing

This is the practice of offering a low price for a new product or service during its initial offering in order to lure customers away from competitors.

- **Content /Topic3: Profit margin**

a. Definition

Profit margin usually refers to the percentage of revenue remaining after all costs, depreciation, interest, taxes, and other expenses have been deducted.

b. Calculation of the profit margin

The profit margin formula is simple and helps you keep your finances on track. The formula is:

$$\text{Profit Margin} = \left[\frac{\text{Total Sales} - \text{Total Expenses}}{\text{Total Sales}} \right] * 100$$

or

$$\left[\frac{\text{Revenue} - \text{Total cost}}{\text{Revenue}} \right] * 100$$

There are three steps to use for calculating the profit margin:

1. Determine the net income (subtract the total expenses from the revenue).
2. Divide the net income by the revenue.
3. Multiply the result by 100 to arrive at a percentage.

Profit margin example

To get a better understanding of profit margin, let's walk through the process.

Bob's Bakery is looking for business capital to expand the business. Potential investors want to know if the business is making money. They also want to know how well the business uses its incoming money. Use the bakery's income statement to determine its profitability.

Income Statement Bob's Bakery

Revenue		\$100,000
Cost of Goods Sold		(\$38,000)
Gross Profit		\$62,000
Expenses		
Insurance	\$8,000	
Payroll	\$22,000	
Rent	\$6,000	
Supplies	\$1,000	
Total Expenses		\$37,000
Net Income		\$25,000

Step 1: Determine the net income.

Find net income by subtracting the total expenses from revenue. If the total expenses are \$75,000 (cost of goods sold and operating costs) and the revenue is \$100,000, the net income is \$25,000.

$$\$100,000 \text{ Revenue} - \$75,000 \text{ Expenses} = \$25,000 \text{ Net Income}$$

Step 2: Divide the net income by the revenue.

Using the net income found in step 1, calculate net income divided by revenue. In other words, divide \$25,000 by \$100,000 to get 0.25.

$$\$25,000 \text{ Net Income} / \$100,000 \text{ Revenue} = 0.25$$

Step 3: Multiply the result by 100.

To make the result a percentage, multiply by 100.

$$0.25 \times 100 = 25\%$$

The profit margin is 25%. Bob's Bakery keeps 25% of its earnings after covering expenses.

Example two

Profit margin is the ratio of a company's profit after taxes to merchandise expense the business incurred during the period under review.

Gross profit

Gross profit is a valuable measure of your [pricing policy](#), sales volume and cost of goods sold.

Gross profit

Use this formula to calculate your gross profit.

Gross profit = sales revenue - costs of goods sold

Sales revenue (e.g. \$120,000)	<input type="text" value="\$120,000"/>
Cost of goods sold (e.g. \$60,000)	<input type="text" value="\$60,000"/>
	↓
Gross profit	<input type="text" value="\$60,000"/>

Calculating profit margins

Your gross profit margin is a key indicator of your business's overall health. The gross profit margin shows whether the average mark up on your products or services is enough to cover your direct expenses and make a profit.

To calculate your business's gross profit margin, you first need to calculate gross profit.

Use the following interactive calculators to help you work out your gross profit margin.

Once you have read and understood the examples, you can type the numbers that are relevant to your business into the calculators to see your gross profit, and your gross profit margin.

Gross profit margin

Gross profit margin is gross profit expressed as a percentage of sales.

Gross profit margin

Use this formula to calculate your gross profit margin.

Gross profit margin = (gross profit ÷ sales revenue) x 100

Gross profit (e.g. \$60,000)	<input type="text" value="\$60,000"/>
Sales revenue (e.g. \$120,000)	<input type="text" value="\$120,000"/>
	↓
Gross profit margin	<input type="text" value="50%"/>

c. Factors which affect profit margin

i. Quantitative Factors

In profit margin calculation, quantitative factors include after-tax profit and merchandise cost. To calculate after-tax income, subtract total expenses -- including cost of sales -- from total revenues. Expenses run the gamut from litigation and rent to insurance, office supplies and machinery maintenance. Revenues come from elements such as selling goods, providing services or both. The higher a company's revenues, the higher its after-tax profit and profit margin -- assuming its cost structure remains the same during the period under review. "Total expenses" and "cost structure" are identical terms.

ii. Qualitative Factors

A company's leadership sets proper procedures to increase profit margins, expand market share and give department heads everything they need to be on equal footing with the fiercest competitors they're up against. For senior executives, the goal is to establish strategies that tell managers what to do in a good economy, how to navigate a bad one, how to cope with operational tedium and tactics to use to dodge peers' strategic bullets down the road. Qualitative elements include sales policies, marketing procedures, the tone at the top, salespeople's reward programs and personnel training.

iii. Financial Reporting

Profit margin considerations -- and the quantitative factors that affect this metric -- make it into a statement of profit or loss, also known as a statement of income or an income report. Besides this accounting synopsis, a company must publish such performance data summaries as balance sheets, statements of cash flows and statements of changes in shareholders' equity. "Statement of financial position," "statement of financial condition" and "balance sheet" are identical terms.

LO 1.3 – Determine promotional techniques following the market segmentation criteria

- **Content/Topic 1: Promotional techniques**



Figure 4: CBT promotion techniques

a. Definition

Promotion is any form of communication a business or organization uses to inform, persuade, or remind people about its products.

b. Promotional techniques

i. Advertising

Advertising is a marketing communication that employs an openly sponsored, non-personal message to promote or sell a product, service or idea.

Advertising is communicated through various mass media, including traditional media such as newspapers, magazines, television, radio, outdoor advertising or direct mail; and new media such as search results, blogs, social media, websites or text messages. The actual presentation of the message in a medium is referred to as an **advertisement**, or "**ad**" or **advert** for short.

ii. Public relations

Public relations (PR) is the practice of deliberately managing the spread of information between an individual or an organization (such as a business, government agency, or a nonprofit organization) and the public.

It is also defined as a strategic communication process that builds mutually beneficial relationships between organizations and their publics.

The aim of public relations is to inform the public, prospective customers, investors, partners, employees, and other stakeholders and ultimately persuade them to maintain a positive or favourable view about the organization, its leadership, products, or political decisions.

iii. Sales promotion

Sales promotion uses both media and non-media marketing communications for a predetermined, limited time to increase consumer demand, stimulate market demand or

improve product availability. Examples include contests, coupons, loss leaders, point of purchase displays, premiums, prizes, product samples, etc.

iv. Point-of-sales promotion

A **point-of-sale display** (POS display) is a specialized form of sales promotion that is found near, on, or next to a checkout counter (the "point of sale"). They are intended to draw the customers' attention to products, which may be new products, or on special offer, and are also used to promote special events, e.g. seasonal or holiday-time sales.

POS displays can include free standing display units (FSDU), shelf edging, dummy packs, strut cards, standees, hanging signs, counter display units (CDU), display packs, end caps, display stands, mobiles, posters, and banners.

v. Direct marketing

Direct marketing is a form of advertising where organizations communicate directly to customers through a variety of media including cell phone text messaging, email, websites, online adverts, database marketing, fliers, catalog distribution, promotional letters, targeted television, newspapers, magazine advertisements, and outdoor advertising.

vi. Personal selling

This is one of the traditional forms of promotional tool wherein the salesman interacts with the customer directly by visiting them. It is a face to face interaction between the company representative and the customer with the objective to influence the customer to purchase the product or services.

• **Content/Topic 2 Market segmentation**

Market segmentation suggests that not all customers are alike. It is then better to pick out specific groups of people and design marketing strategies only to them.

In hospitality and tourism industry you must aim at specific target market to ensure highest return (profits).

Market segmentation recognizes the fact that people differ in their tastes, needs, attitudes, lifestyle, family size and composition.

a. Definition

Market segmentation is defined as the activity of dividing a broad consumer or business market, normally consisting of existing and potential customers, into sub-groups of consumers (known as segments) based on some type of shared characteristics.

Market segmentation is a policy that is aimed at maximizing the market demand by directing marketing efforts at significant sub-groups of customers.

These subgroups are called market segments or target market.

A market segment: is a group of people (i.e. customers) who share the same interests, needs, attitudes and behaviors.

A target market: is a group of customers who share similar characteristics that a business directs its marketing effort and sell its products.

b. Reasons for market segmentation

The following are reasons for segmenting the overall market:

- The reason behind the segmentation is to allocate limited resources, so that the return on investment can be maximized.
- Marketing resources that are available are not wasted chasing after market segment with little potential.
- By using market segmentation companies can be able to identify those market segments that are heavy users of their products and services.
- Greater precision in selecting promotional vehicles and techniques.
- Better matching of customer needs, which are different by creating separate offers for each segment and better solution
- Enhancing profits for business: customers have different disposable income. They are, therefore, different in how they are sensitive to price. By segmenting the market, businesses can raise average prices and subsequently enhance profits.

- Retain customers: by marketing products that appeal to customers at different stages of their life, a business can retain customers who might switch to competing products and brands.
- Competitive position: it can be easier to compete against existing businesses by focusing on a small, more defined group of customers.
- Market expansion: segmentation plays a crucial role in expansion. You cannot expand in a territory when you have no idea of which segment of customers you will be meeting.

c. **Market segmentation strategies**

➤ **Undifferentiated strategy**

The undifferentiated marketing strategy focuses on an entire target market rather than a segment of it. This strategy employs a single marketing mix – one product, one price, one placement and a single promotional effort – to reach the maximum number of consumers in that target market. Commodities sugar and salt are examples of products that might be marketed effectively through an undifferentiated strategy, as many consumers in the overall market have similar needs for the products.

➤ **Focus strategy**

A marketing strategy in which, a company concentrates its resources on entering or expanding in a narrow market or industry segment. A focus strategy is usually employed where the company knows its segment and has products to competitively satisfy its needs. Focus strategy is one of three generic marketing strategies.

A company focuses its resources on meeting the needs of a single, well-defined and well understood market, which makes it more competitive against larger companies.

➤ **Differentiated strategy**

A differentiated marketing strategy targets different market segments with specific marketing mixes designed especially to meet those segments' needs. Each mix includes a product, price, placement and promotional program customized specifically for a particular

segment. For example, a tour operator company might identify age-based market segments. It could produce tour packages for youth and elder tourists.

d. **Market segmentation criteria**

To maximize the effectiveness of your segmentation, you must clearly segment markets using the right market segmentation criteria.

Market segments must be **measurable, accessible, substantial, homogeneity and actionable** in order to deserve your attention. To meet these **requirements for profitable segments**, you need to select relevant market segmentation criteria.

For this, you have to group consumers based on market segmentation criteria that are relevant for your company. These criteria can be based on *geographic, demographic, geo-demographic, psychographic, behavioral and contextual and situational* variables.

i. **Geographic market segmentation**

The first group of market segmentation criteria is based on geographic variables.

Geographic market segmentation divides the market into geographical units, which can be nations, states, regions, cities or even neighborhoods.

ii. **Demographic market segmentation**

Demographic market segmentation is all about people. It divides the market into segments-based market segmentation criteria that tell us something about the population: age, gender, family size etc. Worthy of note is the fact that demographic market segmentation variables are the most popular bases for consumer market segmentation. The reason is that consumer needs and wants are often interrelated with demographic variables. Also, demographic variables are rather easy to measure in contrast to many others.

iii. **Geo-demographic**

Geo-demographic segmentation refers to a range of methods used for classifying and characterizing neighborhoods or localities based on the principal that residents living near

each other are likely to have similar **demographic**, socio-economic and lifestyle characteristics.

iv. **Psychographic Market Segmentation**

Market segmentation criteria of psychographic nature allow to divide the market into segments based on variables such as social class, lifestyle and personality.

v. **Behavioral Market Segmentation**

Behavioral market segmentation divides a market into segments on basis of consumer knowledge, attitudes, uses or responses to a specific product.

vi. **Contextual and situational market segmentation**

Contextual Segmentation is about targeting people using available *contextual* information plus *contextual* objects to identify a *segment* based on its *context*. We can then deliver a *contextual* offer to an opposite audience at a situational, relevant moment.

Summary of market segmentation

Segmentation variables for Market Segmentation	
Variable	Example
Geographic	
World region or country	Africa, Asia, Europe, North America, China, India...
Country region	England: East Midlands, Greater London...
City or metro size (population)	Under 5,000; 5,000-20000; 20,000-50,000...
Density	Urban, suburban, exurban, rural
Climatic zones	Northern, Southern, Polar, Temperate, Tropical...
Demographic	
Age (years)	Under 6, 6-11, 12-19, 20-34...
Gender	Male, female
Family size	1-2, 3-4, more than 5
Family life cycle	Young, single; married, no children; single parents...
Income	Under 20,000€; 20,000-30,000€...
Occupation	A - Professionals and managers; B - ...; C - unemployed...
Education	Terminal education age 16/18, university graduates...
Religion	Catholic, Protestant, Jewish, Muslim, Hindu...
Race	White, Asian, Hispanic, Black, Chinese...
Generation	Baby-boomer, Generation X, Millennial...
Nationality	North American, South American, British...
Psychographic	
Social class	Underclass, Working Class, Middle Class...
Lifestyle	Innovators, Thinkers, Believers, Experiencers...
Personality	Compulsive, outgoing, authoritarian, ambitious...
Behavioural	
Occasions	Regular occasion, special occasion, holiday...
Benefits sought	Quality, service, economy, convenience, speed...
User status	Non-user, ex-user, potential user, first-time user...
User rates	Light user, medium user, heavy user...
Loyalty status	None, medium, strong, absolute...
Readiness stage	Unaware, aware, informed, interested, intending to buy...
Attitude toward product	Enthusiastic, positive, indifferent, negative...

Learning Unit 2: Prepare host community

LO 2.1 – Collaborate with local authorities in respect of tourism policy

- **Content/Topic 1 Tourism policy, treaties and convention**

2.1.1. Tourism policy

a. Definition of tourism policy

Tourism policy is a set of discourses, decisions, and practices driven by governments, sometimes in collaboration with private or social actors, with the intention to achieve diverse objectives related to tourism.

b. Rwanda tourism policy

It is envisaged that this new tourism policy will increase revenue figures even further, contributing to tax revenue, boosting the balance of payments, and contributing to the sustainable economic growth and equitable distribution of wealth for the benefit of all Rwandans. This should be balanced with conservation of the environment and support for society and culture.

This Rwanda Tourism Policy will contribute to the attainment of Vision 2020 objectives and EDPRS targets, through job creation, strengthening professional competencies, local community participation in the development of the sector for their own benefit, improved use of information and communication technology, rational use of existing physical infrastructure and development of new infrastructure, strengthening public–private sector partnerships, and the diversification of sustainable tourism products.

i. Policy vision

Through well-managed marketing, development and public-private partnerships, Rwanda will become established as a leading wildlife and eco-tourism destination and a regional conference hub, with a high quality, diversified tourism product that makes a growing contribution to the overall socio-economic development of the country.

ii. Policy objectives

Overall objective

The overall objective of the Tourism Policy is to increase tourism revenues in a sustainable manner, generate profits for reinvestment and create jobs. This will be done by developing new and distinctive, market-led products that are clearly positioned and promoted in the marketplace. They will bring spatial and socio-economic balance to the distribution of tourism benefits. For Rwanda, sustainable development incorporates environmental, social and economic elements.

Specific objectives of the policy

To sustainably increase tourism in Rwanda these objectives include:

- **Product development and diversification**—Develop a range of quality tourism products and services, capable of attracting and meeting the needs of international, regional and domestic visitors.
- **Marketing and awareness**—Project a clear, distinctive, image of Rwanda as a wildlife, eco-tourism, cultural and conference destination that is attractive to a high-value market.
- **Capacity building**—Develop systematic, high quality training, to create a skilled workforce in value jobs at every level of the tourism and hospitality industry.
- **Communities and MSMEs**—Provide support to MSMEs, ensuring that they have the capabilities and capacities to enter the tourism value chain, while also ensuring that communities contribute to and benefit from the tourism industry.
- **Access to Rwanda as a destination**—Ensure that international tourists have minimal hassle in their journey to Rwanda in terms of air and land access, as well as in Visa and other requirements.
- **Framework of regulation**—Establish and maintain regulation that enables the tourism industry to develop in a fast yet sustainable manner.
- **Infrastructure development**—Prioritize the provision of infrastructure within the Destination Management Areas (DMAs) and their associated corridors.

- **Land**—Enable tourism investments through ensuring the availability and security of land tenure for development.
- **Environmental sustainability**—Ensure that the tourism sector is planned and developed to the benefit of future generations of Rwandans, in terms of the sustainability of resource use, the protection of wildlife and the environment.
- **Investment and financing**—Develop incentives and a financial architecture that supports investment in the tourism industry.

iii. **Local community and tourism policy**

Tourism should be developed to value, invest in and develop local cultures and protect them from over-commercialization and over-exploitation. Local communities will also have a responsibility to become actively involved in the tourism industry, to practice sustainable development and to ensure the safety and security of the visitors. Effectively, a pro-poor approach will be taken, to ensure that tourism results in increased net benefits for poor people.

Furthermore, to achieve a wider spread of the economic benefits from tourism, especially with regard to the rural sector, Community-Based Tourism (CBT) needs to be given a more demand-led approach to raise their economic viability.

The following are targets aiming at promoting CBT include:

- Ensuring equitable access to employment, training and advancement opportunities in tourism for local communities;
- Encouraging development of market-related community-based tourism enterprises (CBTEs), where self-selecting groups of community members are involved;
- Providing guidelines for good governance systems within CBTEs will be developed to ensure transparency and accountability of the parties;
- Siting CBT initiatives at key strategic locations i.e. at or near major tourism flows, along the link corridors to/from the main DMAs, as well as improving the signage for CBT sites;

- Improving the merchandising of CBT products (such as handicrafts, food and beverages), expanding the product range where necessary;
- Introducing and organizing a mentoring service by RDB using successful Rwandan business people for CBT projects.

2.1.2. Treaties

A **treaty** is a formal written agreement entered into by actors in international law, namely sovereign states and international organizations.

Treaties can be loosely compared to contracts, in that the parties willingly assume binding obligations among themselves, and any party that breaches its obligations can be held liable under international law.

e.g. The Protocol on Sustainable Tourism to the Framework Convention on the Protection and Sustainable Development of the Carpathians was adopted on 27 May 2011 by the Third Meeting of the Conference of the Parties to the Carpathian Convention, held in Bratislava, the Slovak Republic. Different kinds of treaties are bilateral, multilateral and plurilateral treaties.

i. Bilateral treaties

A **bilateral treaty** (also called a **bipartite treaty**) is a treaty strictly between two state parties. These two parties can be two nations, or two international organizations, or one nation and one international organization and two persons.

ii. Multilateral treaties

A **multilateral treaty** is a treaty to which three or more sovereign states are parties.

iii. Plurilateral treaties

A **plurilateral treaty** is a **treaty** between a limited number of states with a particular interest in the subject of the **treaty**.

2.1.3. Convention

A convention is a formal agreement between states.

e.g. The UNWTO Convention on Tourism Ethics, the first convention of the Organization, was approved by A/RES/722(XXIII) during the 23rd General Assembly which took place in San Petersburg, Russian Federation in September 2019.

Note: A **treaty** comes into force as an attempt to end conflict or disagreement between a few countries whereas a **convention** is an attempt by many countries to discuss global issues and reach, and agreement to be followed by signatories.

LO 2.2 – Approach local communities in respect of cultural components

- **Content/Topic 1 Cultural components**

Culture can be defined as the values, norms, and beliefs that our society holds. We believe that stealing from someone is wrong and stopping at red traffic lights while driving is right.

Culture has both material and nonmaterial components

a. Material culture

Material culture refers to the physical pieces that make up a culture. Material culture consists of things that are created by humans. Examples include cars, buildings, clothing, and tools.

Examples of material culture:

- Homes
- Cities
- Churches
- Schools
- Factories and plants
- Cultural tools: musical instruments, artifacts, tools used in daily life, etc

b. Nonmaterial culture

Nonmaterial culture refers to the abstract ideas and ways of thinking that make up a culture.

Examples of nonmaterial culture include traffic laws, words, and dress codes. Unlike material culture, nonmaterial culture is intangible.

Other examples are:

- **Beliefs:** is the attitude we have whenever we take something to be the case or regard it as the truth. An acceptance that something exists or is true, especially one without proof.
- **Values:** In ethics, **value** denotes the degree of importance of some thing or action, with the aim of determining what actions are best to do or what way is best to live (normative ethics), or to describe the significance of different actions.
- **Rules:** Statement that establishes a principle or standard, and serves as a norm for guiding or mandating action or conduct.
- **Norms:** are regarded as collective representations of acceptable group conduct as well as individual perceptions of particular group conduct.
- **Morals:** is the differentiation of intentions, decisions and actions between those that are distinguished as proper and those that are improper. Morality can be a body of standards or principles derived from a code of conduct from a particular culture, or it can derive from a standard that a person believes should be universal.
- **Language:** is a system of communication, which consists of a set of sounds and written symbols, which are used by the people of a particular country or region for talking or writing.

• **Content/Topic 2 Ways of approaching local community**

To reach the local community one can use the following ways:

- i. Visit local community
- ii. Conduct meetings with local community
- iii. Use of ICT communication tools such as telephone, networked computer, tablet, radio, printer, television, digital camera, projector

LO 2.3 – Select personnel from the host community following recruitment

- **Content/Topic 1 Recruitment procedures**

a. Definition of recruitment

Recruitment refers to the overall process of attracting, short listing, selecting and appointing suitable candidates for jobs (either permanent or temporary) within an organization.

Recruitment process is the first step in creating a powerful resource base. The process undergoes a systematic procedure starting from sourcing the resources to arranging and conducting interviews and finally selecting the right candidates.

b. Recruitment process



Recruitment of employees is done through five main steps. These include: recruitment planning, strategy development, searching, screening, and Evaluation & Control.

i. Recruitment planning

Recruitment plan refers to a prearranged strategy for hiring employees. It acts as a timeline for companies to find qualified applicants without causing downtime for the company.

Recruitment plan identifies the goals for a particular position.

Recruitment planning is the first step of the recruitment process, where the vacant positions are analyzed and described. It includes **job specifications and its nature, experience, qualifications and skills** required for the job, etc.

A structured recruitment plan is mandatory to attract potential candidates from a pool of candidates. The potential candidates should be qualified, experienced with a capability to take the responsibilities required to achieve the objectives of the organization.

Steps and components of recruitment plans

Recruitment plan consists of five general steps:

1. Identifying the job opening
2. Deciding how to fill the job opening
3. Identifying the target group
4. Notifying the target group
5. Meeting with the candidates

The recruitment plan components include:

- Announcement
- Recruiting timeline
- Advertising plan
- Interview schedule
- Assessment tools
- Background checks
- Interview plans
- References

ii. Recruitment strategy

While recruiting employees, one can use different strategies such as:

Recruitment strategy #1: A broader job vacancy

Job seekers look for **clarity** in the **job advertisements** in terms of the profile, company history, pay scale, career opportunities etc. A smart recruiter provides a **clear picture** of every required detail in the job notification. You should be able to clearly communicate **job requirements** and how one can benefit from this profile.

Recruitment strategy #2: Campus recruiting

The colleges are full of **young and dynamic talents** who show immense enthusiasm in their work. A tie-up with renowned universities and colleges and be a part of their placement cells. **Campus recruiting** is a great way to recruit **students and recent graduates**.

Recruitment strategy #3: Organize competitions

As per reports, **digital media** has become the main source for finding jobs today. Organize **online talent hunt programs** for students and professionals to participate and display their skills.

Recruitment strategy #4: Social media recruiting

The Human Resource team should be **active enough on social media** to attract the best talent. They should **search** for potential candidates and **encourage** them to apply to their company. Build a **reputation** and a strong **connection** through social media recruiting. Learn how to effectively **promote your employer brand on social media**.

Recruitment strategy #6: Employee referral program

Setting up an employee referral program is a great way to hire promising candidates and also make your current employees happy. Use your own employees as **brand ambassadors** for the company.

Recruitment strategy #7: Shorter time to hire

Many talents are lost because recruitment agencies **take too long** to decide or contact. Meanwhile, competitors are waiting to hire your potential candidate. By the time you respond, either the person has bagged **another job** or has **lost interest** in your company due to the delay.

iii. Searching the right candidates

Searching is the process of recruitment where the resources are sourced depending upon the requirement of the job. After the recruitment strategy is done, the searching of candidates will be initialized. This process consists of two steps:

- **Source activation:** Once the line manager verifies and permits the existence of the vacancy, the search for candidates starts.
- **Selling:** Here, the organization selects the media through which the communication of vacancies reaches the prospective candidates.

Here are 8 key steps that will help you find job candidates easier and faster:

1. Know your ideal candidate

If you don't know who your ideal candidate or candidate persona is, you will not be able to find job candidates and attract them. Knowing these people's characteristics, motivation, skills and preferences is extremely important for finding candidates that are a good fit for your company.

2. Engage your current employees

Use your current employees to understand why do they love working with you. This is a great way to learn about things that attract them. Use these facts to attract others. Your employees are your best ambassadors, and people trust people more than brands, CEOs and other C-level executives.

3. Write clear job descriptions

Writing a clear and detailed job description is important to find job candidates with a good fit.

Don't only list the duties, responsibilities and requirements, but talk about your company's culture and Employee Value Proposition.

4. Use a Recruitment Marketing tool

Finding the right job candidate is hard without the right tools. Solutions offered by recruitment marketing software are various, and with them, you can build innovative recruiting strategies such as Inbound Recruiting and Candidate Relationship Management to improve Candidate Experience and encourage Candidate Engagement.

Sending useful, timely and relevant information to the candidates from your talent pool is a great way of strengthening your Employer Brand and communicating your Employee Value Proposition.

5. Optimize your career site

Career site optimization is one of the first things you should do to find job candidates easier. Candidates that come to your career site are already showing interest in you, so don't let them leave before applying. You can start by adding employee testimonials, fun videos, introduce your team, and write about the cool project that your company is working on.

6. Use a recruiting software with a powerful sourcing tool

Today, there are powerful sourcing tools that find job candidate, extract candidates' profiles and add them directly to your talent pool. Manual search to find job candidates takes a lot of time and effort, and is often very inefficient. With a powerful sourcing tool, you can make this process of finding job candidates much faster and more productive. These tools help you find candidates that match both the position and company culture.

7. Use an Applicant Tracking System

Solutions offered by applicant tracking systems are various, but their main purpose is to fasten and streamline the selections and hiring processes. By fastening the selection process, you can significantly improve candidate experience and increase your application and hire rate for hard to-fill roles. Did you know that top talent stays available on the market for only 10 days? You better hurry up if you want to find job candidates that suit you!

8. Implement and use employee referral programs

Referrals are proven to be the best employees! Referrals can improve your time, cost and quality of hire, and make your hiring strategy much more productive. Yet, many companies still don't have developed strategies to find job candidates using employee referrals. This is another great way to use your current employees to help you find job candidates. To start, use these referral email templates for recruiters, and start engaging your employees today!

iv. Screening or shortlisting

Short listing

Short listing is the process of **identifying the candidates** from your applicant pool who best meet the **required and desired criteria** for the job and who you want to **move forward** onto the next step of your recruitment process, which is usually some form of interview.

In the recruitment process, shortlisting comes after sourcing (finding and attracting) and before interviewing and further assessing. Screening and shortlisting often happens simultaneously: as you screen resumes from candidates, you shortlist the best ones to move forward.

Determine your shortlist criteria

These are the essential and desirable criteria needed to do the job and the minimum level that the shortlisted candidate should have. These criteria should be related to on-the-job performance and ideally should be captured in the job description.

Shortlist criteria can include:

- Education
- Work experience
- Skills and knowledge
- Personality trait
- Competencies

Create a shortlist scorecard

Take the essential and desirable criteria you've identified above and create a shortlist scorecard for your candidates. The purpose of this scorecard is to list out each criterion so that you can assign a rating for each screened in candidate.

Determine the length of your shortlist

How many candidates do you have to shortlist to get a successful hire?

When it comes to deciding the length of your shortlist, most people have a pre-determined number in mind. For example, interviewing four to six candidates to get one successful hire.

According to these numbers:

- For every 100 candidates you source
- You need to shortlist 12 of them to interview
- Two of them will receive an offer
- One candidate will accept in order for you to get one successful hire

Screening resumes to shortlist candidates

According to industry statistics, 75% of applicants are unqualified and 88% are not strong enough to move forward to an interview.

When 75 to 88 percent of the resumes you receive for a job are ones you have to screen out, it's obvious why short listing is the most time-consuming part of recruitment.

v. Evaluation and control

Evaluation and control are the last stage components in the process of recruitment. In this process, the effectiveness and the validity of the process and methods are assessed.

Recruitment is a costly process; hence it is important that the performance of the recruitment process is thoroughly evaluated.

The costs incurred in the recruitment process are to be evaluated and controlled effectively.

These include the following

- Salaries to the Recruiters
- Advertisements cost and other costs incurred in recruitment methods, i.e., agency fees.
- Administrative expenses and Recruitment overheads
- Overtime and Outstanding costs, while the vacancies remain unfilled

- Cost incurred in recruiting suitable candidates for the final selection process
- Time spent by the Management and the Professionals in preparing job description, job specifications, and conducting interviews.

Finally, the question that is to be asked is, whether the recruitment methods used are valid or not? And whether the recruitment process itself is effective or not? Statistical information on the costs incurred for the process of recruitment should be effective.

Learning Unit 3: Apply Community Based Tourism Guiding Skills

LO 3.1 – Brief the guests as per tour briefing steps

• Content/Topic 1 Tour briefing steps

Tour briefing

Briefing can be defined as orientating a person to an experience, which includes the instructions, goals and rules within which participants in the activity can achieve their goals.

Tour briefing steps:

- ✓ Welcoming guests
- ✓ Provision of brief information about
 - The tour Itinerary
 - Timing details
 - Possible change
 - Inclusions and exclusions
 - Hand out other tour items
- ✓ Giving a time to ask questions

- ✓ Responding to the questions asked
- ✓ Starting the tour

LO 3.2 – Interpret community-based tourism product following tour guiding techniques

- **Content/Topic 1: Interpretation of community-based tourism product:**

a. Types of tourism products

Tourism Products are those products, which can be sold in tourism market. It can be anything, which provides satisfaction during the course of visit of the particular tourist.

A tourism product can be defined as the sum of the physical and psychological satisfaction it provides to tourists during their travelling en route to the destination. The tourist product focuses on facilities and services designed to meet the needs of the tourist. It can be seen as a composite product, as the sum total of a country's tourist attractions, transport, and accommodation and of entertainment, which result in customer satisfaction. Each of the components of a tourist product is supplied by individual providers of services like hotel companies, airlines, travel agencies, etc.

Tourism product is a group of components or elements brought together in a 'bundle' to satisfy the consumer's need. It is anything that can be offered for attraction, acquisition or consumption. It includes physical objects, services, personalities, places, organizations and ideas. Tourism Products are those products, which can be sold in tourism market. It can be anything which provides satisfaction during the course of visit of the particular tourist.

Types of tourism products are the following:

- ✓ Natural tourism products
- ✓ Man-made tourism products:

✚ Cultural

✚ Traditional

✚ Entertainment

✚ Business

✓ Symbiotic tourism products

✚ Mountaineering

✚ Canoeing

✚ Parachuting (a piece of equipment made of a large piece of special cloth which is fastened to someone or something that is dropped from an aircraft, in order to make them fall slowly and safely to the ground)

b. Product features

➤ Intangibility

Intangibility: It is one of the main features i.e. tourism products can't be touched as they include flight experience in an air plane, cruise liner in a sea, view of mountain, visit to a museum and much more. These products are experienced once they have taken place. They can only be reoccurred or realized.

Implications of intangibility: Ownership cannot be transferred, value derives from consumption or experience, quality is difficult to evaluate prior to consumption or purchase.

➤ **Inseparability** – production and consumption cannot be separated (compared with goods where production and consumption are entirely discrete processes)

Implications of inseparability: Services are typically high contact systems and are labor intensive; fewer opportunities to transact business at arm's length, fewer opportunities to substitute capital for labour; subject to human error.

Most travel products are first sold and then produced and consumed at the same time.

This is an aspect which clearly sets tourism apart from tangible products. Tourism products can only be consumed at the supplier's premise

- **Perishability** is one of the most important characteristics of the tourism industry. The products/services in the tourism and travel industry are consumed as they are produced. Hotel rooms and cable car seats cannot be warehoused for futures sales. When a hotel room is not booked tonight, you cannot take 'tonight' and sell it tomorrow. Once the train left the station, unused capacity cannot be sold afterwards – provided that it was no time-traveling train.

Implications of perishability: Demand is subject to wide fluctuations, no inventory to serve as a buffer between supply and demand; unused capacity cannot be reserved; high opportunity cost of idle capacity.

- **Variability** (also **known as heterogeneity**) – services involve processes delivered by service personnel and subject to human variation, customers often seek highly customized solutions, services are inherently variable in quality and substance.

- **Content/Topic 2 Tour guiding techniques**

- a. **Provide information to guests**

- Do's**

- ✓ Plan your spiel or commentary, it should be structured
 - ✓ Have an update on the local and global news and environmental issue
 - ✓ Intercede when necessary in the interaction with the guest and the locals
 - ✓ Be aware on the basic human behaviour and attitudes
 - ✓ Be ready for pertinent and impertinent questions

- ✓ In cases of having more than one guide, find some time to sit down, discuss to synchronize information & learn from each other
- ✓ Be punctual at all times. Be there at least one hour before the tour starts
- ✓ Learn map reading
- ✓ Learn how to say NO to indecent proposals
- ✓ Information should be delivered in a manner that would interest the guests
- ✓ Sense of humor should be part of the delivery of information

Don't

- ✓ Do not research to back up your facts
- ✓ Never sell anything at first meeting unless they ask
- ✓ Never tell your personal life at first meeting

b. Having good Communication skills

Do's

- ✓ Speak slowly and clearly
- ✓ Voice should be audible not too soft and not too loud
- ✓ Maintain silence, if the need arises
- ✓ Avoid using highfalutin words, use simple, easy to understand words
- ✓ Try to get rid of regional accent
- ✓ Use synonyms to explain, to describe something
- ✓ Use non-verbal communication in a difficult thing or situation

Don't

- ✓ Avoid using highfalutin words
- ✓ Never argue with the guests

- c. Pace management:** Pace is about how fast or slow you walk. Check your group and set your pace so it suits their needs.

Do's

- ✓ Set your pace to the same speed as the slowest tour member;
- ✓ Know what the group cannot do. Always check how the group is doing –how well can they keep up with the tour group –are you going too fast for them – are they panting? Sweating Overheating? Not coping?
- ✓ Make sure you can always see the person at the back.
- ✓ Be careful when you turn corners that you don't lose people at the back who have not seen that you have turned

Don'ts

- ✓ Don't walk too faster

d. Position

Does

- ✓ Choose a place that is big enough for the whole group to stand facing the guide
- ✓ Wait until group is together and pays attention before you start to speak
- ✓ Give your group time to get together
- ✓ Always face your group while you speak
- ✓ When another guide with a tourist group is in the same area, be careful: stand so your back is to the other guide so voices don't fight to be heard
- ✓ Choose a sheltered area, avoid elements like rain, wind, or glare
- ✓ Position the group so they don't look into the sun
- ✓ Point out items precisely, e.g. "to the right of the tree on the skyline".

Don'ts

- ✓ Never walk too far ahead
- ✓ Make sure the group does not block a walkway or entrance
- ✓ Make sure no one in the group is standing behind you

LO 3.3 – Handle guests’ complaints following problem solving procedures

• Content/Topic 1 Common customer complaints in tourism industry

1. Common customer complaints in tourism industry

Customers may complain:

- ✓ About products that do not match with their needs
- ✓ About service which was not well given
- ✓ Unusual complaints such as tool, equipment or materials not well operating

Some examples of those complaints may include:

- ✓ The tour does not match the terms and conditions –as given by the Tour Operator in their promotional materials;
- ✓ A Tour Leader/Guide does not follow the itinerary –which is your responsibility: unless you can’t help it (weather, closure of attractions, traffic accidents);
- ✓ Late service –or late arrivals at destinations;
- ✓ Bad and/or cancelled service –that planned tour included; promises that are not kept–any promises;
- ✓ Loss/theft of property –while it is the responsibility of the tour company; and/or accident, illness or death which happens on tour.

• Content/Topic 2: Procedures of handling customer complaints

The following are key techniques to be used while handling customer complaints.

- ✓ Active listening
- ✓ Empathy
- ✓ Apologize
- ✓ Propose options
- ✓ Take decision

LO 3.4 – Debrief guests following tour debriefing process

- **Content/Topic 1 Process of debriefing**

Debriefing is a report of a mission or project or the information so obtained. It is a structured process following an exercise or event that reviews the actions taken.

a. Debriefing Process

The following is the process to pass through while closing the tour as known as debriefing.

- ❖ Thanking the guests
- ❖ Giving the guests time to ask questions or comment on the tour
- ❖ Giving answers to questions asked by the guests
- ❖ Wishing the guests a farewell by requesting them to come back next time

b. Debrief Checklist

The team should address the following questions during a debrief:

- Was communication clear?
- Were roles and responsibilities understood?
- Was situation awareness maintained?
- Was workload distribution equitable?
- Was task assistance requested or offered?
- Were errors made or avoided?
- Were resources available?
- What went well?
- What should improve?

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