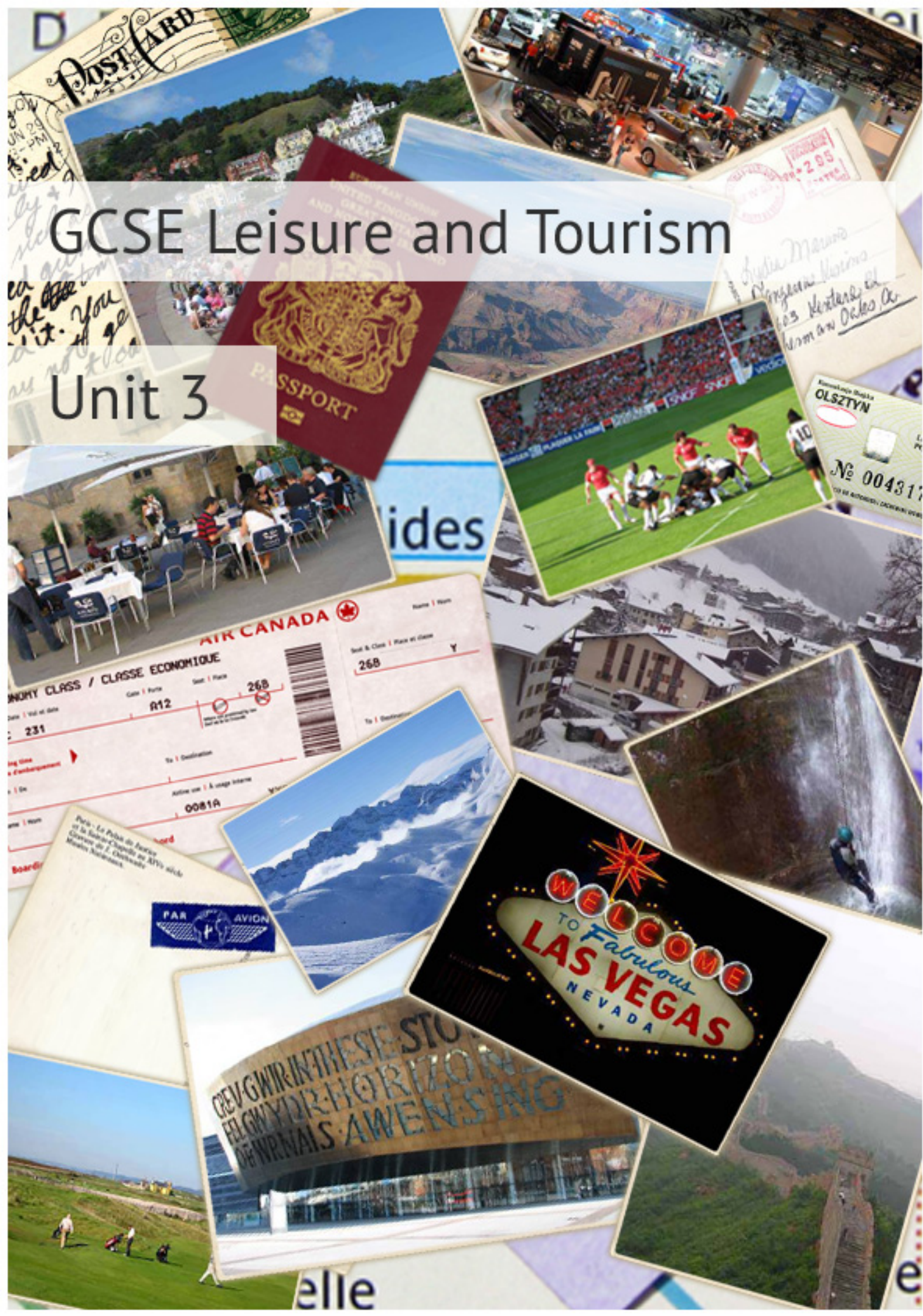


# GCSE Leisure and Tourism

## Unit 3





## **Leisure and Tourism Organisations – Introduction**

Unit 3 builds on the knowledge and understanding you obtained in Unit 1. You will need to re-visit some of the areas of Unit 1 to build on your knowledge for this unit. To help you do this, there are some references back to relevant pages of the e-book for Unit 1.

All leisure and tourism organisations provide a range of products and services to their customers. These products range from holidays costing thousands of pounds, such as an around-the-world cruise, to a swim in a local leisure centre.

In order to provide these products and services, leisure and tourism organisations must operate as businesses. Many, but by no means all of these organisations, need to make a profit from the products and services they provide for their customers. Managers have to make sure that the businesses operate efficiently, that the right products are available, and that the customer service provided is of a high standard.

## **Leisure & Tourism Businesses**

Early in Unit 1 ([e-book – page 10 - 15](#)) you were introduced to the wide range of organisations, which operate as businesses within the leisure and tourism industries. These range from major airlines flying between a number of destinations to theatres, country parks and restaurants. Some of these are complex organisations offering a variety of products and services. Leisure and tourism organisations operate as commercial or non-commercial organisations.



*Restaurants and cafes are typical of the businesses which make up the leisure and tourism industries.*

One of the key ideas to understand about leisure and tourism organisations is that they operate as businesses. They have to have managers and other employees to run the businesses and have products, which they offer to customers. These organisations have to balance the income they receive against the costs they have in running the business. Many of these businesses aim to make a profit from selling their products and services to customers. In many cases, if they do not make a profit, the organisations will cease trading and go out of business. ([Unit 1 e-book - page 123 -125](#))

### **Public, private and voluntary sectors**

You will have understood from Unit 1 that leisure and tourism organisations operate as commercial or non-commercial organisations. Commercial organisations have to make a profit for their shareholders, whereas non-commercial organisations have wider objectives and are funded in different ways.

These organisations can also be sub-divided into private, public and voluntary sector organisations. Private sector organisations are commercial, public and voluntary sector organisations are non-commercial.

However, in reality it is not that simple.

1. Nearly all public (non-commercial) organisations have to make charges for some or all of their products and services. These may be subsidised to make them affordable.
2. Many voluntary and public sector organisations sell a range of products to help provide them with income. For example, many Tourist Information Centres, which are public sector organisations, sell gifts, maps and other products.
3. Some leisure facilities are built through 'public private partnerships' with organisations from both sectors working together to provide the facility. These arrangements are increasingly common.

*Tourist Information Centres provide information but also sell postcards, maps, books and other products.*



## Commercial and non-commercial leisure and tourism organisations – From e-book Unit 1

**Section B** introduced the idea that all leisure and tourism organisations are either **commercial** or **non-commercial**. Commercial leisure and tourism organisations aim to make a profit, whereas non-commercial organisations have different objectives.

Also, non-commercial organisations can be part of either the **public sector** or the **voluntary sector**.

### Objectives

All leisure and tourism organisations have a set of **objectives**, which means what the organisation is trying to achieve. As shown in Section B, commercial organisations are trying to make a **profit** in order to survive. However, there are other objectives as well, which can be applied to commercial and non-commercial organisations.

- Making a profit - Businesses have to find money for a range of items including wages and salaries, marketing and production. The business must sell enough of its products and services to generate income. When the income is more than the costs, the business makes a profit. If this is not the case then the business makes a loss.
- Providing products and services to the community - For many public and voluntary sector leisure and tourism organisations, this is the main objective. For organisations such as leisure centres, country parks, museums and galleries and many theatres, the main objective is to provide a public service to encourage well-being, health or culture. The organisations may make a charge for their services, but they will not make an overall profit.
- Providing charitable or voluntary services - Some leisure and tourism organisations operate as charities, using the money they receive, called **donations**, for a purpose such as maintaining an important building or preserving an area of land. A good example of charities is railway museums which exist to preserve old railway engines and carriages. These organisations also operate as attractions, gaining income from the people who make visits.

Also, there are many thousands of sports clubs and societies throughout the United Kingdom, which operate as charities and are run by volunteers. Their objectives are mainly concerned with

### Unit 3 – Leisure and Tourism Organisations – Section 1

providing opportunities for people to enjoy a sport or some other leisure activity.

*Many railway societies operate as voluntary organisations.*



- Being environmentally friendly - Over the last 10 years there has been increasing concern for the environment and all businesses are now aware that they have a responsibility to protect the environment by reducing carbon emissions, recycling waste, using sustainable resources and so on. Many leisure and tourism businesses are now far more energy efficient.

Some tourism organisations, such as **Tourism Concern**, have developed specifically with the objective of supporting environmentally friendly tourism and reducing the impacts of tourism.

*Leisure and tourism organisations now have environmental protection objectives.*



### Sources of Funding

Leisure and tourism organisations rely on many sources for their funding. Commercial organisations rely very much on the money they raise from shareholders who are then paid a **dividend** when the organisation makes a profit. Smaller organisations may be funded by bank loans before a profit is made and the loan is re-paid to the bank. Also, organisations such as private health clubs and golf clubs will be funded through **membership fees**.

Non-commercial organisations have a wider range of ways in which they are funded including:

- Local or central government (sometimes referred to as grant aid). Organisations, such as leisure centres, are mainly funded by local councils, although they have to make money through hiring the facilities and membership schemes. The **National Lottery** provides funding to many leisure organisations.
- Sponsorship is an important source of income for many organisations. Money is paid for the right to have the sponsors name on the team shirt, tracksuit or racing car.
- Donations and gifts are often important for voluntary organisations.
- Entrance fees are important for both commercial and non-commercial organisations. Historic houses run by charities may depend very heavily on entrance fees. A ticket for a sporting event or concert is also a form of entrance fee.
- Special events are often held at Christmas, Easter and at other times of the year. These often bring in large amounts of money for the organisation.



## Activity 1

Using the information on pages 121 to 125 of the e-book for Unit 1, (copied on the previous three pages) complete the exercise below by dragging the correct word or phrase from the box into the table.

<b><i>National Lottery</i></b>	<b><i>dividend</i></b>	<b><i>profit</i></b>	<b><i>the community</i></b>
<b><i>membership fees</i></b>	<b><i>objective</i></b>	<b><i>voluntary organisation</i></b>	
<b><i>public sector</i></b>	<b><i>commercial organisations</i></b>	<b><i>donations</i></b>	

What an organisation is trying to achieve.	<i>objective</i>
What private sector organisations have to make in order to survive.	<i>profit</i>
This scheme provides funding for many leisure organisations.	<i>National Lottery</i>
These are also known as gifts.	<i>donations</i>
Large organisations such as BA, McDonalds and Disney are all in this group.	<i>commercial organisations</i>
Many small private organisations, such as golf clubs, are funded through these.	<i>membership fees</i>
Most leisure centres, funded by local councils, are part of this sector.	<i>public sector</i>
The money paid to shareholders in private sector organisations.	<i>dividend</i>
Tourism Concern is an example of an organisation from this sector.	<i>voluntary sector</i>
What many public and voluntary organisations provide products and services for.	<i>the community</i>



## **Activity 2**

You may already have completed this activity, which appeared as [Activity 38 on page 124 of the e-book for Unit 1](#).

If you did, you may want to have a look again and add to the list of organisations or update your information.

If you did not, it will be worth doing now!

*For a range of leisure and tourism businesses in your area, find out:*

- *In which sector of industry do they operate – public, private or voluntary?*
- *What are the objectives of the organisation?*
- *What is the employment structure – how many managers and other employees are there? What is the job title of the person in charge?*
- *How is the organisation funded? This might be easier to find out for local businesses rather than national or even international businesses.*

As always, make a list of the **sources of information** you used.

### Activity 3

The National Trust is a good example of an organisation that works in the voluntary sector but provides a range of products for sale.

1. Log onto the website [www.nationaltrust.org.uk](http://www.nationaltrust.org.uk) Use the '**about us**' link on the home page to find out about the objectives of the National Trust. Summarise these objectives or produce a presentation about the work of the trust.
2. Click on to the 'shop' link to see what products the National Trust sells. Summarise the range of products available.
3. The 'Big Question' is: Why is it important for the National Trust to increase its income from selling products to visitors to its properties?

### **Size and scale**

Leisure and tourism organisations vary in size from very small businesses to global organisations. Farms offering B&B or small family-run hotels would be amongst the smallest organisations. McDonalds, Disney and Virgin Atlantic would be amongst the largest.



*Cabins and kiosks selling refreshments are amongst the smallest leisure and tourism organisations.*

Leisure and tourism organisations work at the local, national and international scales.

#### The local scale

Many leisure organisations work at the local scale. Sports clubs and societies have members which live in the area close to where the club is located. The same would be the case for leisure centres, health clubs, golf clubs, country parks and so on. Most restaurants and cafes would draw their customers from the local area as well, as would small theatres, bars, night clubs and other entertainment complexes.



The national scale

Large theme parks such as Alton Towers and Thorpe Park would draw their customers from all over the UK and clearly work at the national levels. Similarly, large cultural attractions such as museums and important buildings would attract visitors from outside the area in which they are located. Also, many natural attractions and areas of countryside appeal to visitors who live in different regions of the UK.



*Buckingham Palace attracts many visitors who do not live in London.*

In addition to attractions, many accommodation providers have chains of hotels which are found throughout the UK, as do some restaurant chains. Also, transport organisations such as rail and coach companies operate throughout the UK.



*Grosvenor Casinos are found throughout the UK.*

### Unit 3 – Leisure and Tourism Organisations – Section 1

#### The international scale

More tourism organisations than leisure organisations operate at the international scale. Airports and airlines enable people to fly between countries and tour operators provide holidays to destinations throughout the world. Also, global organisations such as Disney draw visitors from all over the world to their theme parks.

There is also a number of catering organisations which operate globally. McDonalds would be one of the best examples of these, along with Burger King, Starbucks, Pizza Hut, and many more.



*McDonalds and Burger King restaurants can be found throughout the world*



### Unit 3 – Leisure and Tourism Organisations – Section 1

Many hotel chains also operate internationally. These chains now have sophisticated online booking systems that allow customers to make a reservation from any country in the world. Holiday Inn, Hilton, Marriott and Best Western are examples of chains which operate internationally.



*Best Western and Marriott Hotels can be found throughout the world.*

Some organisations which are small, may operate at a number of levels. For example, a small hotel in a popular tourist destination may attract customers from all over the world who are tourists in the area. This is more likely to be the case if the hotel has its own website.



*A website for a hotel means that tourists from all over the world are able to make reservations.*



### Unit 3 – Leisure and Tourism Organisations – Section 1

Also, some organisations, which operate internationally, may draw their customers mainly from the locality in which the individual facilities are located.

For example, cinema complexes such as Warner Villages are found in many locations throughout the world. However, most of their customers would live in the locality in which the complex is located.



### Activity 4

1. Think about the leisure and tourism organisations in the area where you live. Identify five that operate mainly at the local level, five that operate mainly at the national level and five that operate at the international level.
2. For each organisation explain why and how the organisation might operate at different scales.
3. Work with a partner to identify **five** things that you have learnt about how different leisure and tourism organisations operate at different scales. (A think, pair and share exercise.)

## **Business Systems used by leisure and tourism organisations**

Leisure and tourism organisations make use of a wide range of systems to help them operate efficiently. Most organisations, apart from very small businesses, are divided into functional areas. These were identified in Unit 1 ([Unit 1 - pages 112-113](#)).

The main functional areas of businesses include:

- Human resources
- Finance
- Administration
- Marketing and sales
- Customer service

Unlike businesses in other industries, in most cases there are no physical 'products' being made so there is no 'production' department or process.

However, unlike organisations in other industries there are additional aspects of leisure and tourism businesses which need to be considered. These include:

- Information relating to sales, reservations and bookings – such as airlines, theatres and sports stadiums
- The buildings and sites – which may have special qualities or contain very important objects, such as in modern museums or heritage attractions
- Specialised equipment - which may be exercise equipment, a swimming pool or theme park rides costing millions of pounds

Each of these functional areas or departments of businesses have a number of jobs to undertake and make use of a range of technologies to make them operate efficiently. These are identified on the following pages. It is important to remember that these functions will change and vary from organisation to organisation.



## Human resources

Role of the department	Use of technology and communications
Recruitment of new staff, including job descriptions and advertisements, arranging interviews and selecting new staff to work in the organisation.	Each member of staff will have their personal details on record on a database.  A range of technologies will be used in the recruitment of new staff. Advertisements will be placed in newspapers online. An online application form might have to be completed.
Induction of new staff – this involves introducing them to the organisation.	A staff handbook is normally produced for all staff. This will be produced using a range of technologies.
Professional development and training of staff.	The personal records of staff will include details of the qualifications they hold and the training they have undertaken. This often needs to be updated on a regular basis. This information will be stored on a database.
Disciplinary procedures and dismissal.	Records of warnings given to staff and reports of incidents will be stored electronically.
Working with Trades Unions about working conditions.	All contact with Trades Unions will be monitored and records kept. Contact may be made through e-mails.
Motivation and staff morale.	Details of activities involved in staff motivation will be stored with their records.
Health and Safety.	The latest regulations affecting Health and Safety can be accessed through the internet.
Duty rotas and shifts.	Spreadsheets and electronic storage of when staff were, and will be on duty.

## Finance

Role of the department	Use of technology and communications
Income and receipts – recording and accounting for payments made for entrance, bookings, reservations etc. depending on the nature of the organisation.	Records of all cash received recorded electronically. Payments made by credit card will use transaction technology. Bookings/deposits may be received using internet and e-mail.
Paying bills and invoices to suppliers and other organisations.	These payments will be mainly made and recorded electronically. Some cheques will be written and posted to suppliers.
Preparing accounts – on a regular basis. These will show the state of the finances of the organisation. End of year accounts will also be produced.	Spreadsheets will be used extensively along with electronic accounting systems. Annual accounts are likely to be published on paper and electronically and may be published on the internet.
Raising finance for new products. The accounts department will need to produce a plan and forecast for how much money is needed and how it will be spent.	Again, spreadsheets are likely to be produced. A detailed proposal and presentation might be needed to persuade a bank or other body to lend the money.
Analysing past costs and working out where savings could be made.	Spreadsheets will be used and reports may need to be written.
Payroll. The accounts department will be responsible for recording the hours worked by employees and calculating the amount of pay and reductions to be made.	Most payments to employees will be made by electronic payments to bank accounts; some payments will be by cheque and some in cash. Some form of statement of earnings for each employee will be made each time they are paid.

## Administration

Role of the department	Use of technology and communications
<p>The admin department supports the other areas of the organisation.</p> <p>A range of clerical work will be undertaken, such as photocopying and managing the incoming and outgoing mail.</p> <p>The admin department may well be responsible for the reception area, meeting visitors to the organisation.</p> <p>Site management – including health and safety, maintenance, cleaning.</p> <p>Overall responsibility for IT systems.</p>	<p>Internal e-mails, memos, telephone perhaps and other forms of communication will be used.</p> <p>Manual filing as well as electronic record keeping will be used.</p> <p>The reception staff will need to communicate with other staff by telephone, voicemail or by e-mail.</p> <p>Depending on the nature of the organisation there may be a great deal of technology used in maintaining health, safety and security. CCTV and electronic security systems may be in place. The environment of the building may be controlled electronically.</p> <p>The department will need to keep in touch with all other departments about developments and make sure that all staff understand the IT systems being used. The department may also be responsible for maintaining the organisation's website.</p>

## Marketing and sales

Role of the department	Use of technology and communications
Market research – designing and conducting research.	Market research may be electronic – using e-mail or other systems. Analysis of data might involve spreadsheets or other software.
Promotional strategies – decisions about techniques, media and materials to be used.	Promotional materials could be designed using appropriate software. Promotional media may involve internet and e-mail.
Maintaining and developing the customer database.	Database and information will be electronic and may be used to communicate with customers via e-mail or to generate mailing of information.
Sales and pricing – deciding on the pricing of different products and service.	Research into the prices of competitors using internet and other technologies. Communicating with other departments about prices, especially accounts.
Product – developing the new products, identifying target markets for products.	Designing products using computer technology.
Attending trade shows and meeting customers.	Development of displays and other promotional materials. Developing presentations to promote the product, including web site design.
Monitoring sales of different products.	Developing databases and spreadsheets to track sales.



Customer service

Role of the department	Use of technology and communications
Providing information to customers.	Design of information and maintenance of website.
Monitoring customer service and receiving feedback from customers.	Development of database of feedback and analysis of service standards.
Dealing with customer complaints.	Maintaining database to monitor complaints and developing procedures plus communicating to other departments electronically.
Offering advice and guidance to customers.	Advice and guidance may be provided electronically by e-mail, by post or by using telephone system.
Publicity and PR.	Communicating with press and other organisations. Writing press releases and sending these electronically.
Dealing with customers with special needs.	Communicating with customers to establish needs. Developing systems to meet the needs of all types of customers.
Staff training in customer service skills.	Systems and procedures for staff induction and training.

All of the above areas could be applied to any business and can be said to be 'generic'. There are other areas of leisure and tourism business where systems which are unique to leisure and tourism have been developed. The most important of these are:

#### Information relating to sales, reservations and bookings

Using new technology to make bookings and reservations for leisure and tourism products has been a revolution over the last 10 to 15 years. Using the internet and electronic payments customers can now book seats on aircraft, book a hotel room or reserve seats for a sporting event. They can pay for the seats electronically and choose exactly what seats to sit in from those available.

At the same time, leisure and tourism can monitor the sale of seats and react if the seats are not selling well. They can also see who is sitting in each seat, which helps security.



*Reservation systems used in modern stadiums allow customers to choose their seats from those available and the organisation is aware of who is sitting in each seat.*

The buildings and sites

New technology is used to maintain the temperature and other conditions in the building. New 'buildings management systems' reduce costs and are energy efficient. They also help protect valuable exhibits in museums and galleries. New technology is also used to increase security in buildings. This is especially the case with airports but other leisure and tourism organisations use a range of security systems.

CCTV systems are used in many leisure and tourism organisations to monitor the movement of people and to help with security.

Electronic sound, lighting, special effects and stage systems are used increasingly in theatres and entertainment venues.

Electronic systems are also used more and more to count how many people enter into a building and move from area to area.



*The National Waterfront Museum has a 'state of the art' computer system to control the temperature and humidity inside the building.*

Specialised equipment and machinery

Specialised equipment and machinery is used more and more throughout the leisure and tourism industries. Leisure centres and health clubs use more technology to monitor the use of fitness equipment and modern swimming pools are maintained by electronic systems.

Theme park rides are also managed by electronic systems which maintain the safety of the rides.



*Theme park rides are maintained and monitored by computer technology to ensure the safety of customers.*



### Activity 5

Answer **true** or **false** to the following statements about the jobs and roles in different departments.

Role or activity	True or false?
Disciplinary procedures are undertaken by the marketing and sales department.	<i>False</i>
The payroll is organised by the finance department.	<i>True</i>
Site management is the responsibility of the admin department.	<i>True</i>
The overall responsibility for IT equipment and systems is the responsibility of the human resources department.	<i>False</i>
Market research is undertaken by the admin department.	<i>False</i>
PR work is the responsibility of the customer service department.	<i>True</i>
The admin department attends trade shows and other events.	<i>False</i>
Spreadsheets are used mainly by the Finance department.	<i>True</i>
Induction is the responsibility of the marketing and finance department.	<i>False</i>
Promotional strategies are developed by the marketing and sales department.	<i>True</i>

Marks out of 10 if possible?

### **Activity 6**

The Wales Millennium Centre has a modern system which allows customers to book and pay for tickets for a production online. Log on to [www.wmc.org.uk](http://www.wmc.org.uk)

Choose a production which is taking place in the near future and see if you can go through the process of booking one or two seats for the event.

Explain the booking process to a partner.

## Employment within leisure and tourism organisations

There are many, many different jobs available within the leisure and tourism industries. The range is vast, from a chef in the kitchen of a hotel to a water sports instructor working at an outdoor centre, and many more.

*Actors and stuntmen working on a show in a theme park are still part of the leisure and tourism industries.*



The range of jobs available in the industries was discussed briefly in Unit 1 ([e-book 153 – 157](#)), and the [fact file](#) of jobs also provide you with information about working in the leisure and tourism industries. You will have understood that, as well as a wide variety of jobs there are also different levels of employment, most notably managers, supervisors and operational staff, who work at the 'front line'.

By no means all the people who work in the industry are employed on a permanent basis, and jobs at organisations such as theme parks may be seasonal or temporary. Certain jobs in the industries require people to work shifts and for some jobs, such as cabin crew on long haul flights, staying away from home on a regular basis is necessary. For other jobs people might work outside of the UK for a whole season, such as a 'rep' in a resort.

### Unit 3 - Leisure and Tourism Organisations – Section 3

*People who work in the transport industries often have jobs where they are constantly on the move. Other people work in the same location every day.*



In addition, by no means all of the people working in the leisure and tourism industries work full time. A great deal of part time, evenings and weekend work is required.



*Many jobs at theme parks are seasonal because the attractions close during the winter months.*



### Unit 3 - Leisure and Tourism Organisations – Section 3

Also, it is easy to forget that within the leisure and tourism industries, many people give a lot of their time on a voluntary basis. Nearly all of the people who run sports teams in the community do so on a voluntary basis and do not get paid. Similarly, organisations such as the National Trust and other charities which manage heritage attractions rely heavily on the contribution of volunteers.

There are also many jobs that are 'sort of' related to the leisure and tourism industries. The people who do these jobs are identified as being *indirectly* employed in the leisure and tourism industries.



*People employed to manage the parks and gardens in tourist destinations are indirectly employed in the tourism industry.*



### Activity 7

For each of the jobs in the list below, identify where they fit best into the table. [Drag and drop](#)

- Airline pilot
- Swimming instructor who works evenings
- A rep working in a ski resort
- A waiter in a restaurant
- A personal trainer visiting customers
- Football coach for boys team
- Archery coach employed for summer activity programme
- Helper in National Trust property
- Travel agent who works three days a week
- Train driver
- Hotel manager
- Road manager for a rock band

Type of employment	Leisure industry	Tourism industry
Part time	<i>Swimming instructor who works evenings</i>	<i>Travel agent who works three days a week</i>
Temporary/seasonal	<i>Archery coach employed for summer activity programme</i>	<i>A rep working in a ski resort</i>
On the move	<i>A personal trainer visiting customers</i>	<i>Train driver</i>
Stays in one place	<i>A waiter in a restaurant</i>	<i>Hotel manager</i>
Away from home	<i>Road manager for a rock band</i>	<i>Airline pilot</i>
Voluntary	<i>Football coach for boys team</i>	<i>Helper in National Trust property</i>

### Unit 3 - Leisure and Tourism Organisations – Section 3

Many leisure and tourism organisations need employees who will work in all sorts of situations. They may require more people to work for them in busy seasons or have to employ people prepared to work weekends. Some organisations, such as airports, operate '24/7' and are always open.

Most leisure facilities, including cinemas and restaurants, are open every night of the week. Many of the workers in these organisations are contracted to work evenings or weekends and have time off in the week or during the day to compensate for working weekends and evenings.



*The Grand Theatre in Swansea is one of hundreds of similar facilities that provide some form of entertainment most nights of the week. Staff will have to be prepared to work until late in the evening.*

### Activity 8

There are advantages and disadvantages of working evenings or weekends. Also, some people prefer to work shifts and are happy to spend time away from home as part of their job.

Assess the benefits (advantages) and drawbacks (disadvantages) of not working in a '9 to 5' job.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

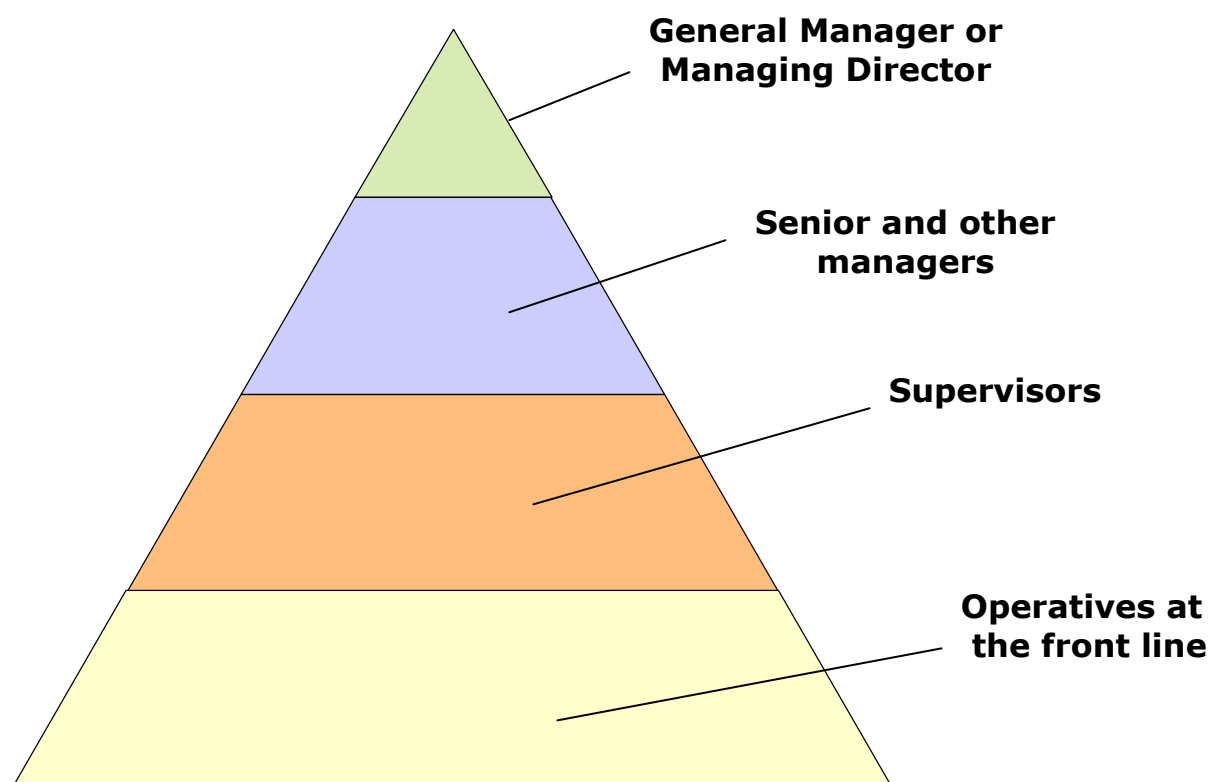
---

---

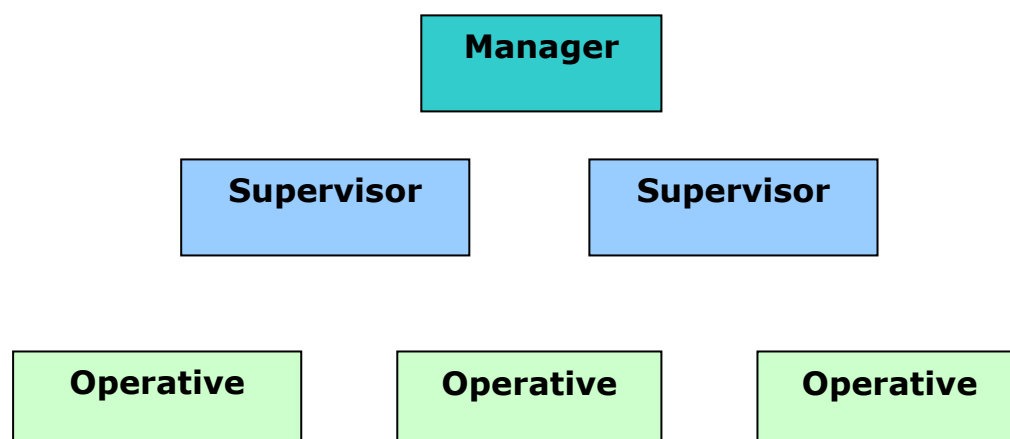
---

## Employment structures

As mentioned in Unit 1, jobs in any organisation can be subdivided into managers, supervisors and operatives. This simple division is not found very often in real organisations, which have many ways of structuring the job roles. Also, many organisations change their employment structures as their situation changes.



The *pyramid* organisational structure above is common in many leisure and tourism organisations. Another common structure is the *hierarchical* structure, shown below.



There are a number of terms and phrases used within many organisations relating to the position of people in the structure.

These include:

- Management team – the group of senior managers who make the most important decisions.
- Strategic decisions – decisions taken by senior managers that might affect the future development of the organisation.
- Authority – the right to make decisions and to carry out tasks.
- Empowerment – giving workers at all levels the authority to make decisions.
- Line manager – a person's immediate 'boss' or the manager they report to.
- Department – like a 'functional area' often involving a team of people.
- Span of control – the number of people a manager is responsible for.
- Delegate – to pass the responsibility for decisions on to a particular person or team.
- Chain of command – the relationship between different levels of authority within the business.



### Activity 9

Read the passage below and fill in the blanks using the words from the box at the bottom of the page.

*Jill soon realised that the structure of the large leisure centres in which she had just started work was very complicated. The General Manager met with four other senior managers to make **strategic** decisions. This was the senior **management team**. The general manager was responsible for nearly 100 people who worked in the centre. This was his **span of control**. The senior managers had the **authority** to make the most important decisions.*

*Her immediate boss or **line manager** was Matthew. He was in charge of the customer service at the leisure centre. This department or **functional area** was very important. Matthew explained to Jill that she was able to make a lot of decisions on her own. He explained that the **empowerment** of staff was very important to the centre. Matthew said that he was happy to pass decisions, or **delegate** responsibility on to her.*

line manager	strategic	empowerment
authority	span of control	delegate
functional area	management team	

## Activity 10

For a leisure or tourism organisation you have studied, complete the table below by identifying 6 job roles, giving a brief description of the job and stating if it is a manager, supervisor or operative.

Name of organisation \_\_\_\_\_

Name of job	Brief description	Manager, supervisor or operative?

## Skills and qualities for working in the leisure and tourism industries

For every job, whether in the leisure, tourism or any other industry, a certain set of skills are required. At the same time a person's natural qualities help them and certain qualities are particularly important for many jobs. Once in work, many people undertake training to develop their skills to a higher level. A person's particular qualities may mean that their career develops in one direction as opposed to another.

Different skills and qualities are required by leisure and tourism organisations because the industries cover such a wide range of jobs. Many of these skills are 'generic' and can help with any job, but some are more important within different areas of the leisure and tourism industries.

10 areas of skills and 10 qualities are identified in this section, together with examples of areas within the leisure and tourism industries where they could be important.

### Skills

1. Communication skills – including verbal skills, listening and writing. As mentioned before, the leisure and tourism industries are all about communicating with customers to help them have a good experience. There are numerous examples of where it is vital to listen carefully to customers and explain situations clearly to them. This is the basis of good customer service. Waiters, tour guides, reps and cabin crew are only a few examples of jobs where excellent communication is vital.

*Listening to the requirements of a customer carefully is one key skill of being a waiter.*



Communication skills also involve writing and there are many situations where leisure and tourism organisations have to produce written communication, including all sorts of signs and promotional materials.



*Communication using written information is important in many situations*

2. Technical and IT skills – nearly all jobs today require skills involving information technology. Word processing, spreadsheets, databases and e-mails are used in nearly every job for some reason or another. New technology is used in many areas of the leisure and tourism industries from theme parks to theatres.

*Theme park rides require people with technical skills to control them.*





Airlines, travel companies and other organisations have vast databases of information and today most companies use e-mail and websites to communicate with customers and staff.

3. Flexibility and adaptability – is about managing to do a number of jobs at the same time and working out what has to be done first. This is often known as 'multi-tasking'. Also it involves being able to adapt to changing conditions. Attractions or restaurants can become very busy, bad weather may lead to a change of plans. Good workers need to be flexible and ready to do whatever is necessary in fast-changing situations.



*People working on cruise ships need to be adaptable since weather conditions can easily lead to a change of plan.*

4. Interpersonal skills – is about being able to get on with the people you work with. It involves getting on with managers and respecting their needs and understanding the needs of the people you are working with, being supportive and understanding where necessary. Everybody has a bad day from time to time!





*Workers sometimes have to spend long periods working with a colleague.*

5. Leadership and management skills – there are many areas within the leisure and tourism industry where people in their teens or early 20s have to take responsibility of a team. In fast food restaurants, theme parks, play schemes, leisure centres and many other situations, young people have to take responsibility for a team of workers. Being able to take charge and manage others is a very important skill.
6. Analytical skills – the ability to assess and 'weigh up' a situation, make judgements and take the necessary action. This might involve thinking through a number of solutions to a problem. There are many situations where this skill is important in leisure and tourism situations. Outdoor activity instructors, for example have to make decisions about the ability level of the group they are teaching or react to changing weather situations. Many customer service situations, including the handling of complaints, often require the assessment of a situation and the ability to take the right course of action. The customer is not always right!

*The pilots of hot-air balloons have to continually analyse situations and weather conditions.*



7. Multicultural sensitivity and awareness – leisure and tourism activities are increasingly being enjoyed by people from different cultures and religions. Being aware of the needs of different cultures is an important skill that can help people enjoy their leisure and tourism activities.

*People from all cultures take part in leisure activities.*



8. Planning and organising – many leisure and tourism activities involve the ability to design, plan and organise. Activity programmes, parties, sports events, holidays and other travel all need to be planned and organised carefully if they are to be successful. Major sporting events, such as the Olympic Games will take years of preparation. The ability to plan and organise is extremely important and again is part of good customer service.



*All leisure activities require some planning.*

9. Problem solving – it is very important to be able to seek solutions to the problems that arise from time to time, rather than panic and let someone else deal with the problem. Problems occur in many leisure and tourism situations, and good workers are the ones who are able to deal with the problems effectively.



*Poor weather often causes problems for leisure and tourism organisations.*



10. Teamwork – Many jobs in the leisure and tourism industries involve working in teams. Cabin crew, swimming pool staff, resort reps, restaurant staff and the crew of a cruise ship are examples of situations where team work is essential. To be a team player is a very important skill. This involves understanding the roles and responsibilities of other members of the team.



*Dancers at a show in a theme park must work as a team.*



## Activity 11

For each of the situations below, identify which is the most appropriate skill involved and drag the word to the correct box. (In some cases there may be more than one answer).

<b>communication skills</b>	<b>technical skills</b>
<b>flexibility and adaptability</b>	<b>interpersonal skills</b>
<b>leadership and management</b>	<b>teamwork</b>
<b>multicultural sensitivity</b>	<b>analytical skills</b>
<b>problem solving</b>	<b>planning and organising</b>

<b>Job situation</b>	<b>Appropriate skill</b>
Sarah is working as a waitress and understands that there will be items on the menu, which the Muslim family will not be able to choose.	<i><b>multicultural sensitivity</b></i>
Ali helps out his colleagues who are trying to cope with a large number of people queuing for a film at the cinema.	<i><b>teamwork</b></i>
Matt agrees to work an extra two hours in the travel agents to cover for a colleague who is ill.	<i><b>flexibility and adaptability</b></i>
Jake sorts out the over-booking in the hotel by rearranging some of the beds in rooms.	<i><b>problem solving</b></i>
Megan works through the theatre's database to identify those customers who have only been to one production.	<i><b>technical skills</b></i>
Rhodri sorts out all the arrangements for the New Year's Eve party at the hotel.	<i><b>planning and organising</b></i>

### Unit 3 – Leisure and Tourism organisations – Section 4

Rhys is given the job of working out how many customers take a brochure from the travel agency but do not make a booking.	<b><i>analytical skills</i></b>
Sian takes over as duty manager of the sports centre for the day, supervising the 15 staff.	<b><i>leadership and management</i></b>
Fatima has to write to all the coach operators who have brought customers to the zoo, informing them of new parking arrangements.	<b><i>communication skills</i></b>
Gareth has to explain to his boss that there are not enough people on hand to manage the queue for a ride.	<b><i>interpersonal skills</i></b>

### Qualities

1. Honesty and being Trustworthy – these are amongst the most important qualities in any job. Employers need to know that they can trust their employees in any situation.
2. Adaptability and Flexibility – good employees are open to new ideas and different ways of working.
3. Dedication and Hard Working – being able to get on with the job and enjoy the work. Also, being prepared to 'go the extra mile', doing more than the minimum.
4. Dependability and Reliability – employers need to know that their employees will arrive at work on time and not take too much time off.
5. Loyalty – it is important to show loyalty to the organisation and not say bad things about it when not at work.
6. Positive Attitude and Motivation – people who get taken on and do well are those who really want to work and have a passion and commitment for what they are doing.
7. Professionalism – this involves being sensible and acting in a responsible manner.
8. Self-confidence – having confidence in your ability to do a job or handle a situation.
9. Willingness to learn – no matter what age an employee is, the willingness to learn a new skill or job is seen as being important.
10. Self-motivated – is about the ability to work with little or no supervision and to get on with a job without being told what to do.

### Activity 12

For each of the qualities listed on the previous page, think about and write about a situation in the leisure and tourism industries when the quality would be important.

Honesty and being Trustworthy

---

---

---

Adaptability and Flexibility

---

---

---

Dedication and Hard Working

---

---

---

Dependability and Reliability

---

---

---



Loyalty

---

---

Positive Attitude and Motivation

---

---

---

Professionalism

---

---

---

Self-confidence

---

---

---

Willingness to learn

---

---

---

Self-motivated

---

---

---

### Activity 13

Using references to the skills and qualities mentioned on the previous pages, write a letter explaining how you would be suitable for this position.

## Customer Travel Advisor

**Salary:** £14,000 per annum

**Sector Leisure & Tourism:** - Reservations

**Objectives:** To maximise all sales opportunities and exceed customer expectations

### Key Tasks:

Answer and convert incoming reservation calls to bookings  
Dealing with customer enquiries regarding bookings held  
Converting enquiries via the web to bookings  
Maintain high levels of customer service  
Working to meet and exceed individual and team targets  
Attend marketing events to promote the company

### Knowledge & Experience:

Experience in Sales based role  
Customer service preferred  
Destination knowledge

### Skills & Abilities:

Excel, Word, e-mail & Internet  
Reliable with attention to detail and accuracy  
Organisation skills and time management  
Good numeric and written skills  
Good communication skills  
Work under pressure and meet tight deadlines  
Must be flexible and happy to work 2 weekends per month

## The range of products and services provided by leisure and tourism organisations

The nature and range of the products and services provided by different leisure and tourism organisations has already been discussed, both in this unit and in Unit 1 ([e-book- pages 115 – 122](#)).

The main points which have been covered are:

- The products of many leisure and tourism organisations are *intangible* and *perishable*.
- *Products* and *services* are sometimes difficult to tell apart, but all leisure and tourism organisations provide both.
- Many organisations provide a *main* product as well as a number of *secondary* products.
- *Different types* of leisure and tourism organisations provide different types of products.
- The products and services provided by leisure and tourism organisations have to meet the needs of the customers of the organisation.

It is important to be able to identify the range of products and services which are offered by larger leisure and tourism organisations.

For example, most leisure centres provide facilities for a range of indoor and outdoor sports to be played. Most have a swimming pool that can be used by a range of customer groups.

*Dance studios are products provided by many leisure centres.*



### Unit 3 – Leisure and Tourism Organisations – Section 5

Lessons and coaching sessions are available in many centres, and spas and fitness suites have been added to many centres in recent years.

In addition, many centres provide function and conference facilities. Food and drinks are often provided and sports equipment can often be hired or purchased. Nearly all leisure centres have some form of membership scheme available for their customers.



*A main hall in which a number sports can be played is one of the major products of many leisure centres.*

## Activity 14



Theme parks are typical of large leisure and tourism organisations that provide a range of products and services. Use the website [www.legoland.co.uk](http://www.legoland.co.uk) to identify and describe each of the products and/or services in the images below.



---

---

---

---

---

---





### Unit 3 – Leisure and Tourism Organisations – Section 5



---

---

---

---

---

---

---



---

---

---

---

---

---



### Unit 3 – Leisure and Tourism Organisations – Section 5

---

---

---

---

---

---



---

---

---



---

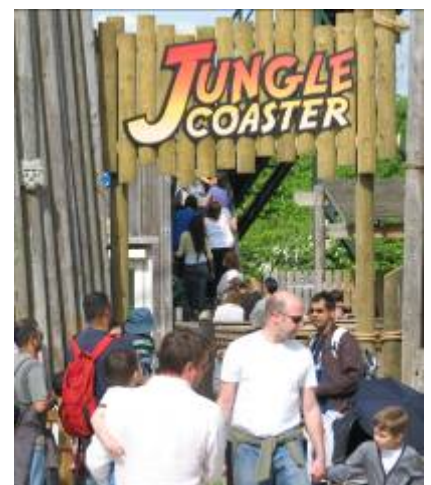
---

---

---

---

---



## Unit 3 – Leisure and Tourism Organisations – Section 5

Using information you have obtained from the Legoland website, summarise the products and services provided by the attraction.

[illegible]



## **Providing products and services to meet the needs of different types of customers**

Leisure and tourism organisations provide different products and services to meet the needs of different types of customer. This was discussed in Unit 1 ([e-book pages 133 – 142](#)).

It is important that you review the answers you gave to activities [40](#) and [41](#) when you were asked to identify the products and services of different leisure and tourism organisations and compare the range provided.

You need to be able to identify and explain why different leisure and tourism organisations provide the range of products they offer to different types of customers. This will vary with the nature of the organisation, its size, objectives and the component of the industry in which the organisation operates.

It is also important to understand that the products and services of leisure and tourism organisations, especially commercial organisations, are constantly being developed.

This can occur in many ways:

- Hotels can refurbish rooms and add the latest facilities such as flat screen TVs and internet connections.
- Tour operators can offer new destinations and accommodation options to their customers.
- Restaurants can offer a new menu.
- Leisure centres can install new equipment or develop new membership packages.
- Theme parks can offer new rides to attract customers to revisit.
- There has been a constant change in the number of home entertainment products developed over the last 20 years.
- Cinemas and theatres offer new films and productions every week or so.



## Developing leisure and tourism products

One area where there has been a great deal of development in recent years is the range of products available for home-based leisure. Advances in technology have enabled the development of a range of new games and activities using televisions and other types of screen. Televisions themselves have become more sophisticated with digital and High Definition screens now common.

DVDs of very recent films are available and satellite television provides access to a wide range of channels, increasingly on demand. Systems for recording TV programmes have also become more sophisticated and 'home cinema' with surround sound is increasingly popular.



*Televisions offer more entertainment than they did in the past.*

During the last few years, console games such as Wii and Xbox have been developed, which allow a range of new type of 'virtual game' to be played through a television. The latest versions of these offer fitness programmes as well as games.



The development of these products has provided a great deal more choice for many customers. Traditional leisure activities, such as going to the cinema, a bowling complex or even a leisure centre, have to compete with these products.

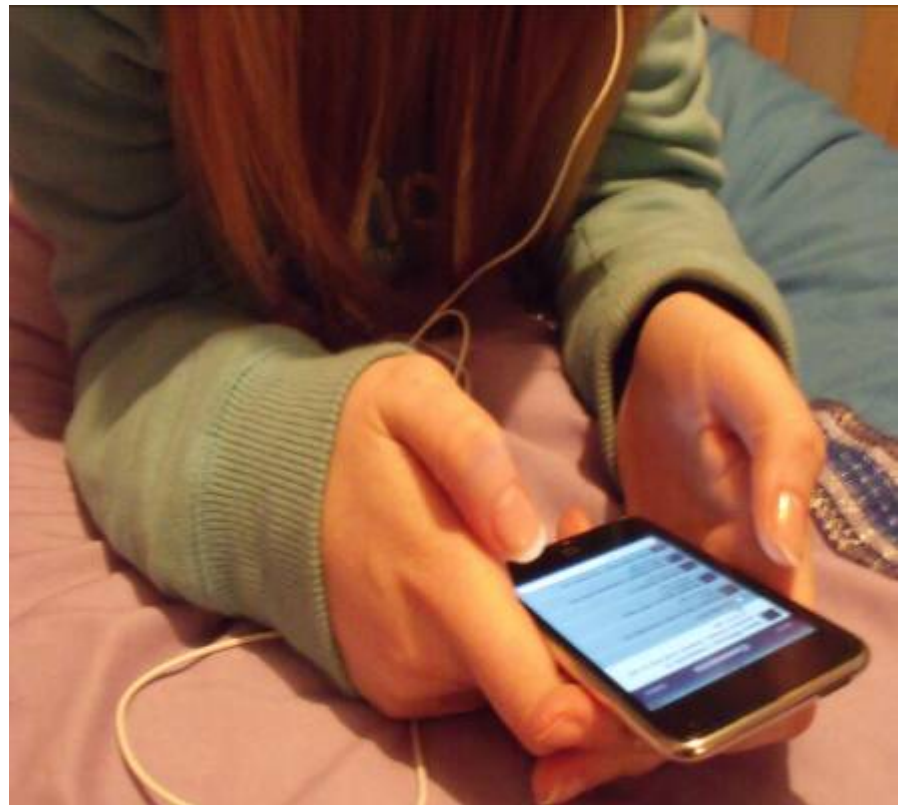
Technology has also advanced the development of laptops and PCs which are also used for home-based leisure activities. Many people use laptops to communicate with friends through social networking sites and play a range of computer games online, sometimes with people in different parts of the world!



*Laptops can be used for a range of leisure purposes.*

Mobile phones are also increasingly used for leisure purposes, such as communicating with friends and family and making arrangements.

Another development is the availability of iPods and other MP3 players which store music digitally and allows thousands of songs to be chosen by the user. Increasingly, music is downloaded from the internet and not bought from record shops.



## Activity 16

Think about three items you use for home based leisure.  
State what they are, and what you do with them.

Item 1 \_\_\_\_\_

---

---

---

---

---

Item 2 \_\_\_\_\_

---

---

---

---

---

Item 3 \_\_\_\_\_

---

---

---

---

---



## Promotion and Sales in Leisure and Tourism

### Introduction

All leisure and tourism organisations have to promote and sell the products and services they provide to their customers. Although the organisation might be part of the voluntary or public sectors, it will still be necessary to sell products to provide income. For example, leisure centres are nearly all managed by local councils but need to charge for entry and activities to generate some income.

### Products and services of the leisure and tourism industries

The products of the leisure and tourism industries are very different from those provided by other industries. Many of these products cannot be physically touched, unlike a DVD or a pair of jeans, but they still have to be paid for.

The products of the leisure and tourism industries include:

- A ticket to watch a game of rugby
- Admission to a theme park
- Paying to use a swimming pool
- Airline flights
- Hotel accommodation
- A cinema ticket

Many of these products are said to be:

- **Intangible** – because they cannot be touched, such as a short break holiday.
- **Perishable** – because once they have been used once, the product has 'perished'. For example, a ticket for a football game can only be used once.

*A holiday to a tropical beach is a product of the tourism industry and is intangible and perishable.*





## Marketing

Promotion and sales are part of the wider process of **marketing**.

Marketing can be defined as:

***'The process responsible for identifying, anticipating and satisfying customers' needs profitably.'***

Therefore marketing involves:

- Identifying – finding out who the customers of the organisation are and what products and services they need.
- Anticipating – doing some research and thinking about and predicting what might happen in the future and making decisions.
- Satisfying – making sure that the customers are satisfied by collecting feedback from customers.
- Profitably – making sure that the organisation makes a profit or that the products and services are provided within a budget.

*Busy days at attractions are when the organisation makes the most profit.*



Another way to explain the principle of marketing is that it is about 'getting the right product to the right people at the right price at the right time'.

Marketing involves the whole of the organisation. Larger leisure and tourism organisations have specialist marketing departments whose main job is to ensure that the organisation is effective in meeting customer needs.

### **The principles of marketing**

There are a number of principles involved in marketing. These include:

Informing customers – Letting people know what products and services the organisation offers for sale is extremely important. This can be achieved in a number of ways. It is important to keep reminding customers about the organisations' products and services so marketing is often referred to as a continuous process.

Persuading customers – Customers need to be persuaded that they need to buy the product. How this is achieved in leisure and tourism organisations depends very much on the nature of the product. For example, people could be persuaded to go to the cinema to watch a film by showing some clips from the film. They could be persuaded to buy a holiday to a particular destination by seeing photographs in a brochure. They could also be persuaded to visit a theme park by a website which gives full information about the rides, details of prices and possibly special offers.

*The bright appearance of the 'product', in this case a city tour, will help persuade customers to buy the product.*



Generating sales – It is important that the marketing of products and services leads directly to increased sales. For example the day after a special offer appears in a newspaper for a meal at a restaurant, there should be more people visiting the restaurant. If this is not the case, the money spent marketing the offer has been wasted.



*This is a simple way of generating sales – letting potential customers know when the next departure of the river cruise will take place.*

Promoting products – Very often leisure and tourism organisations need to promote one of their products as opposed to others. For example, a leisure centre may receive lots of visits to its swimming pool, but its fitness centre may be empty at certain periods. Promotion of the facilities of the fitness centre will need to be undertaken to increase the number of customers.

Meeting customers' needs – All leisure and tourism organisations have to aim to meet the needs of their customers and they have to market the right products to the right customers. If the customers' needs are met then the organisation is more likely to be successful.

Product development – This involves adding new things to an existing product. For example, a theme park might add a major new ride or a hotel might provide internet access to all of the rooms. In each case the product has been developed. This can be marketed to existing customers to persuade them to visit the hotel or theme park again.

### **The marketing process**

Marketing is seen as the continuous process by which a leisure and tourism organisation makes sure that it makes the right products and services available and meets the needs of its customers.

This involves:

- Identifying what the needs of the customers are
- Developing the correct products and services to meet the needs of the customer
- Promoting the products and services to the customer by the most effective means available
- Monitoring and checking that the correct products and services are being made available
- Developing new products and services as and when necessary

### **Segmenting the market**

'Segmenting' literally means dividing the market into pieces, like the segments of an orange.

The markets, which are the people who might buy the products and services of the organisation, can be broken into groups in a number of ways.

By age – Many different products and services of leisure and tourism organisations are aimed at people in different age groups. Different leisure activities appeal to some age groups more than others. Nightclubs and bars would be marketed more to young adults than they would be to older people. Certain leisure and tourism organisations, such as SAGA offer holidays only to people over 50 years of age.





*Coach tour holidays tend to be targeted more towards older people.*

Gender – Most leisure activities are now enjoyed by both men and women. However, there are some activities that are more popular with one gender more than the other. Spa treatments would be an example of an activity marketed mainly to women. Action films would be more likely to be marketed more towards men.

Social group – Many leisure and tourism products are marketed to a particular class or social group. Traditionally, bingo would be marketed more to working class people, golf would be seen as a middle class leisure activity. Similarly, some tourist destinations are marketed to different social groups. Blackpool would be seen as mainly attracting working class tourists whereas touring national parks would be seen as more middle class. Some destinations appeal to upper class people and have an 'up-market' image.

Lifestyle – Lifestyle is a combination of work patterns, income, marital status, family commitments and leisure choices. Lifestyle describes the way in which we live our lives. It is important to remember that leisure activities are about what people choose to do with their leisure time. For example, some people chose to have an *active* lifestyle and are always being involved in activities. Others enjoy being more *passive*, and are happy to watch television or play video games.



Ethnic groups – Certain leisure and tourism products and services are provided for different ethnic groups. These include, for example films for the Asian market or travel to particular destinations.

Geographical area – Some leisure and tourism organisations rely heavily on customers from the local area, and so have a local market. Other organisations have a regional, national or even international market. For example, British Airways and other major airlines have customers from all over the world. The geographical area from which an organisation's customers are drawn may well affect the type of promotional activities it undertakes. An organisation with only a local market will advertise only in local newspapers, for example.

Other ways of segmenting the market – The methods listed above are not the only ways a market can be segmented. Leisure centres, and other organisations that have a membership list, may divide a market between members and non-members. A hotel might identify regular customers and those who have not visited before. Hotels may also divide their market between leisure and business customers.

Once a market has been segmented, leisure and tourism organisations can provide different products and services to different sectors of their markets. This is known as **target marketing**.

*A football club might segment its market into home and away fans, season ticket holders and so on.*



## Market research

Market research involves the collection of information about customers in the market and the analysis of that data. This information is then used by leisure and tourism organisations to make decisions about their products and the marketing of those products. Successful market research helps leisure and tourism organisations to decide which products to develop and promote to different groups of customers.

Successful market research involves a number of stages. These are:

- Identifying objectives – what is the aim of the market research?
- Planning market research methods – what methods will be used to collect information?
- Designing the research – who will carry out the research, where will it be carried out and what questions will be asked?
- Data collection – how will the information be collected?
- Data analysis and reporting – how will the data be analysed and who will the information be provided for?

*Destinations, such as Blackpool, as well as organisations, have to undertake market research to see where their visitors are coming from and what is the major appeal of the destination.*



## Primary and secondary market research

Leisure and tourism organisations may choose to use primary or secondary market research to collect information about their customers. Primary research involves collecting new data, which is not available from other sources. Secondary research involves analysing data which is already available, from the organisation's own records or from another source.

There are three main types of primary market research:

- Surveys
- Observation
- Focus groups

Surveys are the most common way of collecting primary market research data. Information is collected about a group of people using one of four techniques:

- Face to face interviews – when the interviewer asks the customer a number of questions by stopping them in the street or in another location, such as within an attraction.
- Self-completed questionnaires – these are left in key places and the customer is asked to complete the answers to the questions and return the card to a particular location. Often an incentive, such as a prize draw is used to encourage customers to return the surveys.
- Telephone surveys – customers on a database are called by the interviewer and questions in the survey are answered over the telephone.
- E-mail surveys – a questionnaire is sent out to customers by e-mail and the customers are asked to return the completed form by e-mail. Again, an incentive may be used.

Each of these methods has its advantages and disadvantages that relate to cost and the type of information that is being sought.

Observation simply involves looking at and making note of the ways customers behave such as, how long they spend at a certain attraction within a theme park.

Focus groups can be used to find more 'in-depth' information. A group of people are brought together and are asked for their opinions about a number of products offered by an organisation.

**Activity 17**

Drag the correct term into the box that matches its description/explanation.

Telephone surveys	Segmenting by age	Surveys
Product development	Marketing	Informing customers
Geographical segmentation	Intangible products	
Ethnic group	Lifestyle	Data collection and analysis

<b>Description/Explanation</b>	<b>Term</b>
Offering different products to people in different age groups.	<i>Segmenting by age</i>
Products of the tourism industry that cannot be touched.	<i>Intangible products</i>
Promotion and sales are part of this wider process.	<i>Marketing</i>
Letting people know what products and services are available.	<i>Informing customers</i>
When a customer on a database is called by a researcher.	<i>Telephone surveys</i>
This is a combination of work patterns, income, marital status and family circumstances.	<i>Lifestyle</i>
Adding new things to an existing product.	<i>Product development</i>
A term which covers religious and cultural groups.	<i>Ethnic group</i>
Two stages of successful market research.	<i>Data collection and analysis</i>
Grouping customers according to where they come from.	<i>Geographical segmentation</i>
The most common method of collecting primary market research	<i>Surveys</i>

*Marks out of 10?*



**Activity 18**

For each of the statements shown below, write another two sentences about the topic.

Surveys are a common way of collecting information for market research.

---

---

---

---

A market can be segmented in a number of ways.

---

---

---

---

Marketing is a wide process involving a number of stages.

---

---

---

---

Marketing involves persuading customers to buy a product.

---

---

---

---

## The Marketing Mix

The term 'marketing mix' is used to describe the key features of an organisation's marketing strategy to meet the needs of its customers. The marketing mix is often referred to as "the 4 'p's". These refer to:

- **Product** – the product an organisation offers to its customers must meet the needs of the customer and be of a suitable quality.
- **Price** – the product must be seen as giving value to customers and be set at a level that provides the organisation with a profit.
- **Place** – the place of a product refers to the location of the product and also includes the ways in which the product is made available to customers – i.e. from where can the customer buy the product?
- **Promotion** – this refers to the ways in which the product is 'promoted' to potential customers. There are a number of promotional techniques and materials an organisation can choose to use to promote its products.

### Product

You should understand by now the special nature of the products of leisure and tourism organisations.

The main features of many of the products of the leisure and tourism industry relate to the fact that many of these products are *intangible* and *perishable*.

Another important and complicating feature is that many of the products are also related to service. A meal in a restaurant, a flight on an aircraft or any holiday is made much more enjoyable if the service provided is of a high standard.

With many of the products of the leisure and tourism industry the service provided is very much part of the product and helps to make the product more enjoyable. One of the most important features of the leisure and tourism industries is that it is about providing people with exciting, relaxing and enjoyable experiences, which they choose to do in their leisure

time. These experiences are so much more enjoyable when good service is provided. That is why good customer service is so important to the leisure and tourism industries.



*Providing clear information is part of customer service and helps customers to enjoy the product.*

As well as the special nature of the products of the leisure and tourism industries, there are ideas that apply to the products of other industries which are also used in leisure and tourism marketing. These include:

- Branding
- USP
- Product life cycle

### *Branding*

The 'brand' refers to the identity and image of an organisation or product. A good brand is instantly recognisable and reminds customers of what the product of the company offers customers. Some leisure and tourism companies, such as McDonald's, Virgin Atlantic and Disney have strong brands that are recognised throughout the world. Other organisations,

such as Thorpe Park and easyJet have strong brands within the UK. Other organisations such as Oakwood, which is Wales' largest theme park, have strong brands within the region in which they operate.



*McDonald's - One of the world's strongest brands.*

### *USP*

The Unique Selling Point of an organisation refers to the special features of a product of an organisation that no other organisation can offer. This may refer to the standard of service in a hotel or a particular theme park ride which no other theme park can offer. A good example of a USP is the London Eye – no other attraction can offer the same experience of the views over the city.



*The USP of the London Eye is the views over the city.*

### *Product Life Cycle*

All products go through a 'life cycle' and reach a stage when, if nothing is altered in any way, they become less attractive to customers. A good example is a theme park. If there were no additions to the rides or other facilities over a number of years the park would begin to look tired and dated and people would stop visiting. By adding new rides and other facilities the park remains interesting and continues to attract customers.

Likewise, destinations go through a life cycle. The appeal of the destination will decrease over time if new attractions and facilities are not developed.

There are 5 stages to the product life cycle:

1. **Launch** – the introduction of the product with money being spent on its promotion.
2. **Growth** – sales of the product increase and profits are made for the organisation.
3. **Maturity** – sales begin to slow down. At this point the organisation offering the product must decide what to do.
4. **Saturation** – sales of the product have reached a peak.
5. **Decline** – sales of the product begin to drop off and profits fall.

*St Fagans: National History Museum is a relatively 'mature' product within the sites of the National Museum, Wales.*





### Activity 19

Use websites of major leisure and tourism organisations to import brand images or logos into the boxes below.

Organisation	Brand image or logo
A major airline	
A hotel chain	
A fast food chain	
A theme park	
A football or rugby club	
A leisure or health club	
A tour operator	

### Price

One of the most difficult decisions marketing managers have to make is what price to charge for their products. A number of factors have to be considered. These include:

- Costs – the price charged must cover the costs involved in developing the product. If this is not the case then the organisation will not make a profit on the product.
- Seasonality and time – the price of many leisure and tourism products change according to season and other times. Holidays are more expensive in the peak summer months. Many leisure products, ranging from a swim to a game of golf to a visit to the cinema, are more expensive at peak times.
- Competitors – the organisation must take note of what its competitors are charging. If they charge too much more than the competitor, there is a good chance that they will lose customers.
- Economic conditions – if people are feeling less wealthy it may be necessary to reduce the cost of a product, or devise special offers to attract customers to buy the product.
- The objectives of the organisation – some leisure and tourism organisations are non-commercial and their objectives are not related to profit. They will offer the product to cover their costs or use any profit made for another purpose.

*The Welsh Slate Museum offers free admission, to make the industrial heritage of Wales more accessible.*



### Pricing strategies

Leisure and tourism organisations decide on the prices of their products using a number of strategies as well as thinking about the factors listed above.

- Skimming – is when a high price is charged for a high quality or unique product. People are willing to pay a high price for 'status' reasons. An example would be a stay at a luxury hotel.
- Cost-plus pricing – is when the exact cost of providing the product is calculated and a small profit is added to this to arrive at the selling price of the product. An example would be where a restaurant works out the costs of all of the ingredients and other costs in providing a meal and then adds on a profit.
- Penetration pricing – is used when organisations enter a new market. The product is priced below what is charged by competing organisations to persuade the customer to buy the product from the new organisation. An example would be the budget airlines offering very low fares on new routes to attract customers away from other airlines.
- Competitive pricing – is when a number of organisations offer similar products they all charge about the same. This often leads to low profit margins. An example is when different tour operators all charge much the same price for the same holiday.
- Variable pricing – happens when different prices are charged according to different seasons or even the time of day. The price can be changed for different groups of customers, such as children or family groups. Prices can also be lowered for a limited period of time to increase sales. An example is when a cinema charges different prices for adults and children or at different times during the week.



### Place

Within the marketing mix 'place' has a number of meanings. Place refers to the actual location of the product and in many cases the leisure and tourism product is only found in one place. You can buy a McDonald's from thousands of places, but there is only one place to go if you want Alton Towers! For all attractions, and other leisure and tourism products, the customer has to go to the product. Therefore, place changes with the type of facility. Some restaurants, hotels and cinemas are part of a 'chain' providing the same products at each location, but many attractions are 'one-off' and provide a unique experience, which the customer has to travel to.

Place also refers to how easy a product is to get to, or its accessibility. Good accessibility can be used in the marketing of a product. For example, a hotel situated in the centre of a city near major attractions will use this in its marketing.

### Promotion

Promotion is the last component of the marketing mix. Promotion is about making sure that customers are aware of the product, but it includes other things as well. These include:

- Telling customers about the features of a product and benefits of a product, such as the facilities in a hotel and how a stay at the hotel would be so relaxing.
- Providing incentives for the customer to buy the product, such as a discounted price or other offers.
- Reminding customers that a product exists to stimulate demand and sales.

*Posters are commonly used to promote events.*



**Activity 20**

Research four different leisure and tourism organisations that offer a range of products. Complete the table below by showing the prices the organisations charge for **four** different products.

<b>Name of organisation</b>	<b>Product 1</b>	<b>Product 2</b>	<b>Product 3</b>	<b>Product 4</b>
	Product description and price	Product description and price	Product description and price	Product description and price
	Product description and price	Product description and price	Product description and price	Product description and price
	Product description and price	Product description and price	Product description and price	Product description and price
	Product description and price	Product description and price	Product description and price	Product description and price



### Activity 21

Think of 10 things you have learnt about the Marketing Mix in this section and produce a short statement for each.

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
\_\_\_\_\_
5. \_\_\_\_\_  
\_\_\_\_\_
6. \_\_\_\_\_  
\_\_\_\_\_
7. \_\_\_\_\_  
\_\_\_\_\_
8. \_\_\_\_\_  
\_\_\_\_\_
9. \_\_\_\_\_  
\_\_\_\_\_
10. \_\_\_\_\_  
\_\_\_\_\_

## Promotional Techniques and Promotional Materials used by Leisure and Tourism Organisations

It is usual to divide promotion into *promotional techniques or methods* and *promotional materials*. It is important not to get the two mixed up! For example **advertising** is one of the most common promotional *techniques or methods*.

An **advertisement**, in a newspaper, on a website or on a poster, is the *material* which is being used.

### Promotional Techniques

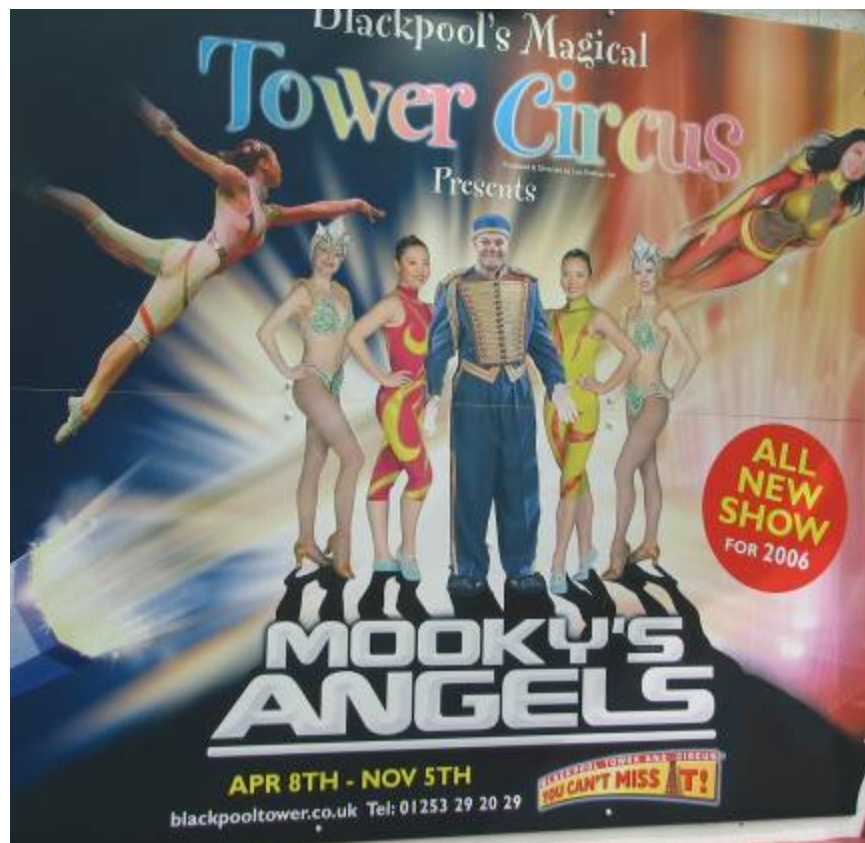
The range of promotional techniques or methods which are used by leisure and tourism organisations include:

- Advertising
- Direct marketing
- Public relations (PR)
- Displays
- Personal selling
- Sponsorship
- Demonstrations
- Sales promotions

### Advertising

Advertising is probably the most common and visible form of promotional techniques. Organisations pay, sometimes a very large amount, for their product to be advertised on the side of a bus, in a newspaper or on television. The purpose of the advertisement is simply to persuade customers to buy the product and possibly to provide additional information about the product. Advertising can take place:

- In newspapers and magazines
- On television
- On commercial radio
- In cinemas
- On outdoor locations
- On transport
- On websites



*Posters are a common form of advertising*

### Direct marketing

Direct marketing is when promotional information is sent to known individuals whose names are on a database. This information could be sent by post or by email. The important thing is that the organisation sending the information knows who is receiving it, whereas nobody is really sure how many people will actually see and read an advertisement.

*Organisations such as the Wales Millennium Centre will rely heavily on direct marketing to customers on a database.*



### Public relations and press releases

Public relations involves keeping the media and customers informed about the products and services of the organisation. The marketing department will produce information about events and other things going on with the organisation. This is known as a *press release*. Unlike advertising, it is not paid for.

The local press may cover an event at the organisation that appears in the local paper. This is free publicity for the organisation. Part of the role of the marketing department is to keep journalists informed about what is happening within the organisation. This helps build a good image of the organisation with the public, who are the potential customers of the organisation.



*Players meeting local press to display a new trophy is a form of PR.*



### Displays

Many leisure and tourism organisations use a display to promote their products and services. These are often used at trade shows and other events. Displays of products such as DVDs may be found in supermarkets.

### Personal selling

This involves a person persuading the customer to buy the product by providing information and explaining the good points of the product features. This is exactly what a travel agent does when a holiday is sold to a customer. In the same way a customer at a hotel may be sold a seat in the restaurant or a tourist is persuaded to take an excursion for a day while on holiday.



*In many coastal destinations tickets for tours and excursions are sold through personal selling.*



### Sponsorship

Sponsorship involves a sum of money being paid to promote the products of a particular organisation. Shirt sponsorship of football and rugby clubs is one of the most common examples of sponsorship.



*Sponsors have their names associated with the success of a football or rugby club.*

### Demonstrations

This is simply showing potential customers how a product works. The equipment used for different sports and outdoor activities might be demonstrated by a skilled person to show how the equipment might be used.

### Sales promotions

Sales promotions usually involve discounting a price of a product for a certain period of time or a 'buy one, get one free' type of promotion. The objective of sales promotions is to persuade people to buy products at less busy times to stimulate demand.

### Merchandising Materials

Many organisations produce a range of materials with the name of the organisation printed on the material. These are often provided free to customers. Pens, pencils, T-shirts, and so on are examples of merchandising materials. They are used to promote the brand and name of the organisation that has produced them.



*Souvenirs are a form of merchandising material because they often contain the name of the organisation from which they were bought.*

### Mailshots

Mailshots are a form of direct marketing. Simply a brochure, leaflet, flyer or other material is sent by post to customers on the database of an organisation.

## **Activity 22**

Collect a range of advertisements for leisure and tourism products which are used as part of a sales promotion. Suggest why you think they will be successful in helping to sell the product.

## Promotional materials

Every year the leisure and tourism industry produces millions of pieces of promotional materials.

Two examples are:

- Attractions produce leaflets that are found in hotels, motorway service areas and other areas where potential customers are likely to see them.
- Tour operators produce brochures that are made available to travel agents so that they can be given to customers to help them choose their holidays. The brochures will contain details of resorts and the range of accommodation available.

## Designing promotional materials

The promotional materials designed and produced by leisure and tourism organisations have to be *effective*.

This means:

- They have to be attractive and gain the interest of the person looking at the material.
- They have to provide the correct information.
- They have to persuade the person to visit the attraction, buy the holiday or take part in the event.

Leisure and tourism organisations spend lots of money on designing, producing and distributing promotional materials.

- Designing – many leisure and tourism organisations will use a designer to create the words, pictures and other images that appear on promotional materials.
- Producing – the materials have to be printed, usually by specialist printing companies.
- Distributing – the materials need to be sent through the post (*direct marketing*) to customers or be sent to locations where they can be read by potential customers. These materials can also be sent to customers electronically by email.

One of the most common methods used to test whether a piece of material is effective is known as **AIDA**.

This stands for:

**A**ttention

**I**nterest

**D**esire

**A**ction

### Attention

A piece of promotional material designed to promote an attraction may be placed in a rack along with up to 100 other pieces. Only one third of the front of the material may be showing.

How does the material grab the attention of somebody looking at it? How can it be made to be eye-catching?

Designers have to consider factors such as:

- The font and print style
- The colour scheme
- Photographs and images
- Titles and headlines
- Layout
- Humour
- Famous people
- Brand name
- Logos
- *Font and print style* – most leisure and tourism organisations use the same font on all their materials so that their customers become familiar with the style and associate the style with the organisation. A good example would be easyJet.





- *The colour scheme* – often the same colour is used on all materials produced by an organisation so the materials become easier to recognise.
- *Photographs and images* - People are often attracted by the photograph or image (such as a cartoon) before they read the material. Photographs of people enjoying themselves or blue skies at a holiday destination help to get people's attention.
- *Titles and headlines* – these must say exactly what the material is promoting in a few words, again to attract people's attention.
- *Layout* – The position of the words and images need to be given careful consideration. Designers may produce a number of layouts to see which is most effective.
- *Humour* – People are often attracted by something they think is funny and cartoons are often used to make materials look effective.
- *Famous people* – A photograph of a famous person who may be associated with a product or an event is often used to attract people's attention. A photograph of a sports star could be used to promote a forthcoming match.
- *Brand name* – Many large leisure and tourism organisations have a well-known brand name that will need to be used on promotional materials.
- *Logos* – Logos are used to help draw people's attention to a piece of material because they associate the logo with the organisation and its products.

Many organisations use logos to attract customers' attention.



### Interest

Having attracted the attention of a person, a piece of promotional material must then encourage them to read more – i.e. it must keep their interest.

It is important to design the material so that the person is interested to read all of the important information.

This will include providing key information about details such as:

- Prices
- Times
- Dates
- Contact information
- Location

### Desire

It is important that the material makes the potential customer want to buy the product – that is the main purpose of the material. Desire can be created through the words used (exciting, thrilling, bloodcurdling etc.) or the images used.

The potential customer must say to themselves 'I want to buy this product, go to this place, attend this event, and watch this film', and so on. Put another way: the promotional material must show how the product meets the needs and expectations of the customer.

*Some promotional materials can be very simple, but still be effective.*



### Action

The final stage is making the customer do something about buying the product – this is the action element!

It is important that the material gives clear instructions to the potential customer about what they have to do next.

The customer may have questions such as:

- Where can I buy tickets?
- Where do I have to go?
- What time does it start?
- Who do I have to contact?

The material must provide answers to these questions. If the questions are not answered, the material will not be effective.

### Types of promotional materials

#### Advertisements

Advertisements are the most commonly used form of promotional material used by leisure and tourism organisations. (Remember advertisements are the *material*, advertising is the *technique*.)

Advertisements do not have to be *printed*, but many are.

Advertisements can be found:

- On television and radio
- In newspapers and magazines
- In cinemas
- On posters and billboard sites
- On the internet

In most cases, people see or listen to advertisements while they are doing something else and they may not be focusing on the message of the advertisement. This is why the AIDA principle is so important.

- People may be driving when they see posters on billboard sites near a road
- People may be doing other things during the advertisements on television or radio
- People will be reading the news and articles in a newspaper or magazine

### Brochures, leaflets and flyers

Flyers – are single sheets of paper.

Leaflets – are single sheets of paper which are folded.

Brochures – are made up of a number of sheets of paper bound together in some way.

These materials are used to promote a range of leisure and tourism products including:

- Details of a tourist attraction
- A range of package holidays
- The programme of films at a cinema
- The facilities available at a sports centre



*Leaflets promoting different cycle routes in a national park are more effective because they follow a similar style.*

Unlike most advertisements, flyers, leaflets and brochures are read by potential customers when they choose to read them. It is important that, as well as attracting customers to the event or product, the material gives as much basic information as possible. It is vitally important that all of the essential information is included. Brochures and leaflets often contain booking forms which can be filled in so that the product can be bought straightaway.



## Posters

What's the difference between a poster and a flyer? Generally posters are bigger than A4 size and flyers, leaflets and brochures are smaller than A4.

A poster is stuck on to a surface of something; a flyer is handed out or distributed by some means. A poster may not have detailed information but needs to give a clear image of what is being promoted.

Posters are often placed:

- On buildings
- On buses and underground trains
- At sports stadiums
- At bus shelters and telephone boxes
- In tourist information centres
- On hoardings (billboards) which are specially placed for posters to be displayed



*Billboard advertising is often found around the perimeter of sports stadiums. Not all the organisations involved are part of the leisure and tourism industries, but the club benefits from the income received.*



### Merchandising materials

These are printed materials which are sold or given away which promote a leisure and tourism organisation's main products and services. Usually, only a limited amount of information is contained on the merchandising materials such as a web address or telephone number.

Merchandising materials include:

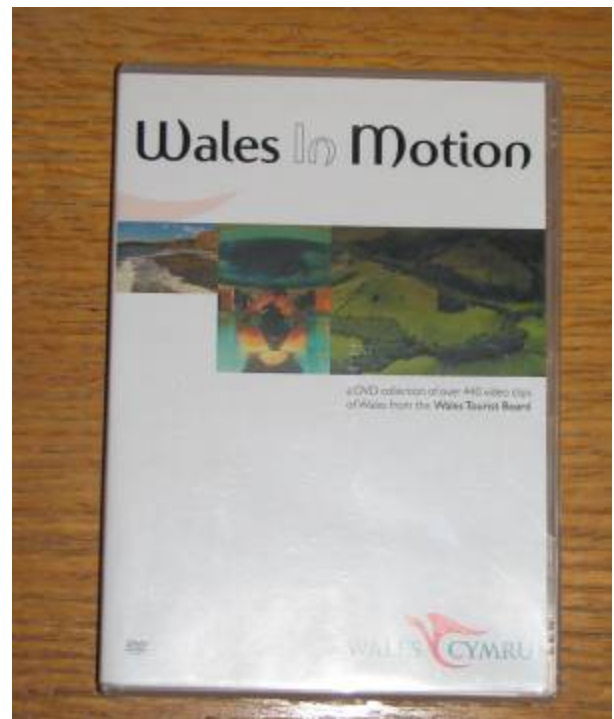
- Pens and pencils
- Balloons
- T-shirts
- Stickers
- Mouse mats

### Videos and DVDs

On some occasions, large organisations produce a video or DVD which promotes the products and services available and this may be distributed free to potential customers. Often the customer may not only be an individual but an organisation. For example, a seaside destination might produce a promotional video and send it to coach operators to persuade them to bring groups to the destination. In the past, Disney has produced videos and DVDs encouraging families to visit their theme parks and resorts.

The advantage of videos is that they can create a good image of a destination or organisation as well as providing a lot of information, but they are expensive to produce.

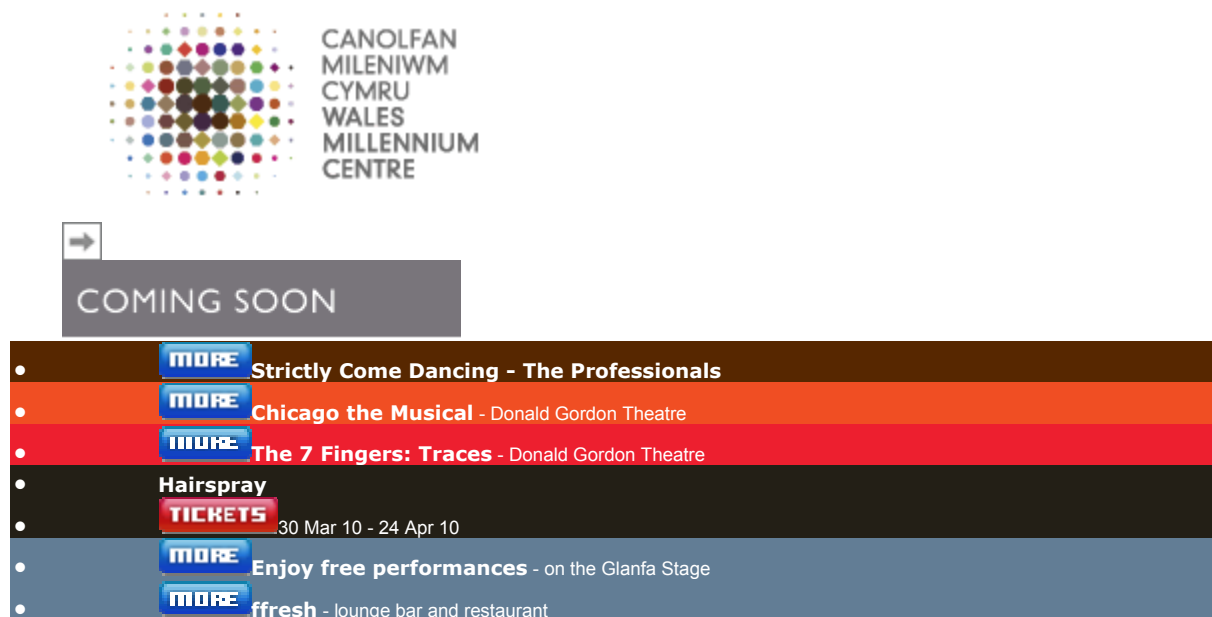
*Wales in Motion is a promotional DVD produced by the Wales Tourist Board which consist of short video clips of attractions and landscapes in Wales.*



### Web sites

Most leisure and tourism organisations have some form of website. For online organisations such as easyJet and Expedia, this is the main way in which they sell their products. For other organisations, such as attractions, websites give important information such as opening times and ticket prices.

It is now possible to purchase a ticket for many events and attractions online. More people are using the Internet to buy tickets for trains and flights so companies have to advertise the products on their web sites. More holiday companies are using online brochures rather than printing information about resorts and hotels when the information goes out of date so quickly.



*The website of the Wales Millennium Centre is a very important piece of promotional material, which not only provides customers of with a great deal of information but also gives them the opportunity to buy tickets online.*

### **Activity 23**

Collect four pieces of promotional material from different leisure and tourism organisations, including one website. Use AIDA to say why each one is effective. If possible, suggest how each piece of material could be improved.

### **Activity 24**

Design a flyer for an event at an attraction in your area. Explain why you think the promotional material you have produced will be effective. You could evaluate your material using AIDA.

## SWOT Analysis and Selling Skills

A SWOT analysis is commonly used by leisure and tourism organisations to see 'where they are', to see what aspects of the marketing is working well for the organisation and where improvements could be made.

SWOT stands for:

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS

The strengths and weaknesses components of the analysis are within the control of the organisation. Opportunities and threats are outside the organisation's control.

A SWOT analysis can be related to the marketing mix of the organisation. For example, the strengths of an organisation might be that:

- the products and services are well known and meet the needs of the customers
- the organisation is well located and easy to get to
- the prices charged are competitive and allow the organisation to make a profit
- the organisation has a good range of promotional techniques and materials which are effective.

*Free entry is one of the strengths of Big Pit: National Coal Museum and other sites within National Museum Wales*



### Unit 3 – Leisure and Tourism Organisations – Section 9

As well as recognising strengths, leisure and tourism organisations must always be able to identify their weaknesses and work to eliminate them, although this will be extremely difficult – every organisation has some weaknesses.

Opportunities are outside the direct control of the organisation, but can be used to the organisations advantage. Opportunities may arise for many reasons, such as large scale events, new transport routes, famous people visiting the area, and so on.

Threats are also outside the control of the organisation. Bad weather or poor economic conditions will have an impact on the success of many leisure and tourism organisations.



*Poor weather is often seen as a threat for many leisure and tourism organisations.*

A SWOT analysis is normally produced as a series of bullet points with statements. Good SWOTs explain each of the points made.



## Activity 25

Produce a SWOT analysis for a leisure and tourism organisation with which you are familiar, using the table below.

Name of organisation \_\_\_\_\_

<b>Strengths:</b> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>
<b>Opportunities:</b> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>	<b>Threats:</b> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>

Discuss your SWOT with your colleagues. Have they recognised the same strengths and weaknesses?

## Selling Skills and Situations

There is no point in leisure and tourism organisations developing a good range of products and services if employees do not have the skills to sell the products effectively. Sales of products are vital to the success of the organisation.

There are many situations where selling of products takes place in leisure and tourism organisations. A few of these situations include:

- Travel agencies selling holidays and other travel products. Sales staff will be encouraged to offer extra services, such as insurance, excursions and car hire. These 'extras' will generate more profit for the organisation.
- Tour 'reps' in resorts will be encouraged to sell excursions to attractions and entertainment events which are not included in the original holiday price.
- Hotel reception staff will offer to book meals in restaurants, and in doing so are 'selling' extra products. They may also offer upgrades of rooms for an additional price.
- Receptionists in leisure centres and health clubs may offer to sell membership packages, special offers and other services.
- At entrances to theme parks, additional products and services, such as extended passes, may be offered for sale.



### Unit 3 – Leisure and Tourism Organisations – Section 9

- In a restaurant, a waiter will encourage customers to have an additional drink or to choose from the dessert menu.
- At home, when ordering takeaway food, additional items may be offered by the person taking the order.

Not every sale takes place in a 'face to face' situation, as shown above. A great deal of sales occurs using the telephone, and internet sales are increasingly important.

It is important to understand that to make sales successfully, a range of skills are required. It is important that the person selling the product builds a *rapprochement* with the customer and engages with them. First impressions are very important. Customer service skills such as a smiley face and *good body language* are also important.

Also, the sales person must work out what the needs and expectations of the customer are. In the longer term, it is not worth selling the customer something they do not really want!

One of the most important skills is about *product knowledge*, which involves knowing the details of the product which is being sold. A customer will not be confident if the salesperson does not know basic information about the product they are trying to sell.



*A person selling cruise ship holidays will need to know about the features and facilities on different ships.*

Another important selling skill is about *closing the sale* – making sure that the customer actually buys one or more products. Time spent talking to customers who do not buy anything could be said to be time wasted.

In many selling situations, paper documents have to be completed or an electronic payment system used. There is no point in a sale being made if the salesperson cannot complete the form correctly or take a credit card payment!

Organisations have to ensure that their staff are entirely confident when completing documents and taking payments.

After sales service is another component of the sales process. Because of the nature of many of the products of the leisure and tourism industries, many products cannot be taken back after they have been used. It is not possible for customers to return a holiday or a visit to a cinema! However, leisure and tourism organisations can check to see if their customers did enjoy their holiday etc. Some of the products of the leisure and tourism industries, such as meals in a restaurant, can be returned if they are not up to standard.



*A holiday cannot be returned, but the travel company can check with the customers to see if the holiday met their expectations.*

### Activity 26

Put the seven stages of the selling process into the correct order.

Stage number	Selling 'skill'
1.	<i>Pleasant greeting</i>
2.	<i>Building rapport</i>
3.	<i>Good body language</i>
4.	<i>Good product knowledge</i>
5.	<i>Closing the sale</i>
6.	<i>Taking and processing payment</i>
7.	<i>After sales service</i>

These need to be mixed up.



## Customer Service in Leisure and Tourism Organisations

Leisure and tourism organisations have to meet the needs of their customers if they are to be successful. As mentioned previously, customers use leisure and tourism organisations to enjoy themselves, to relax and have a good time with their family and friends. No matter how good the products of the organisation are, customers will not enjoy themselves if the service provided is not of a high standard.

Meeting the needs of customers was discussed in Unit 1 ([e-book – pages 127 – 142](#)). You should be fully aware of and understand the ideas covered in the section and make sure that you have completed the activities.

### The benefits of good customer service

Providing a high level of customer service is important to leisure and tourism organisations for a number of reasons.

### Customer satisfaction

It is very important to keep customers happy by meeting their needs and even exceeding their expectations. If customers feel that they have received good service and have enjoyed themselves there will be a number of benefits to the organisation. There is likely to be fewer complaints and customers are more likely to return.



*Customers are more likely to return if they have enjoyed themselves*

### Recommendations

If customers have enjoyed themselves and received good service they are more likely to recommend the organisation to others. They will be able to explain what a good time they had and how much they enjoyed themselves. In this way, the organisation is likely to attract more customers, which will be good for business.

### Repeat business

Not only will organisations attract new customers, but also existing customers are likely to return, perhaps on a regular basis. This can only be good for the organisation.

### Sales and profit

Generally, more customers mean more sales and more profit, so the more customers the better, whether they are returning customers or new customers. This will enable the organisation to invest more money into developing new products or updating equipment.

### Competitive advantage

Many leisure and tourism organisations are competing with one another by supplying similar products and services. An example would be the restaurants in a city centre. Good standards of service at a particular restaurant may well give the restaurant an advantage over its competitors, simply because the standard of service is better.

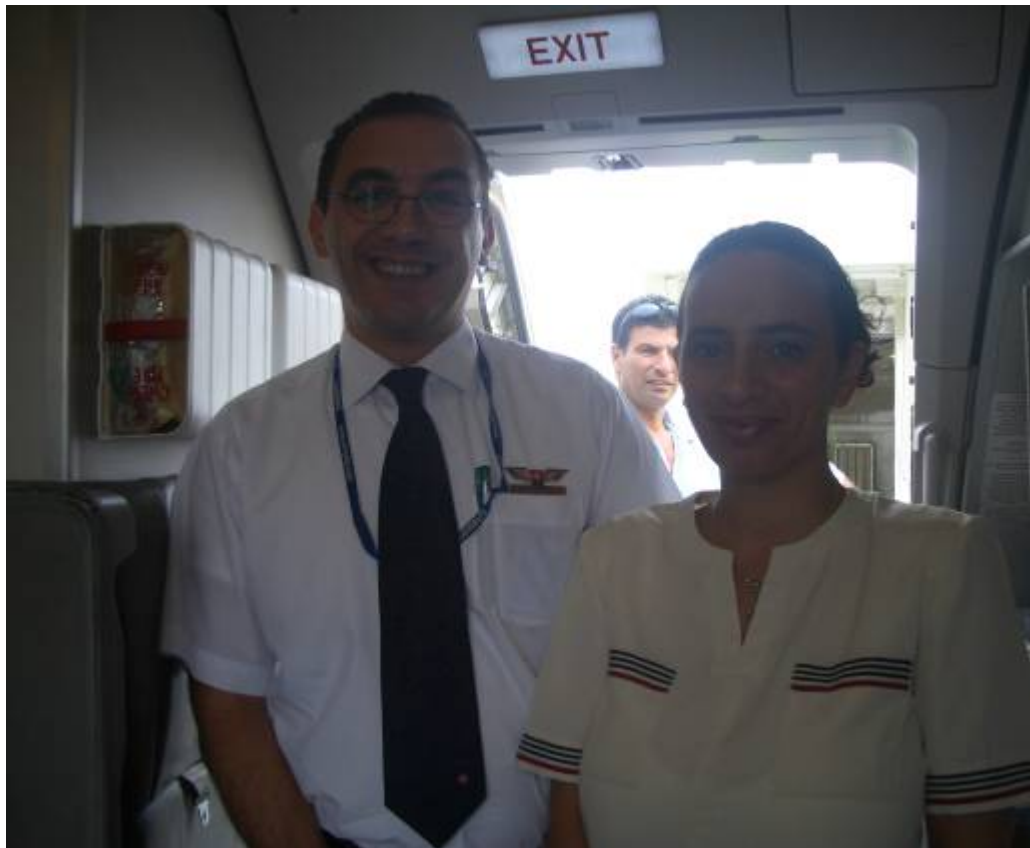
### Company image and reputation

Some leisure and tourism organisations have an image of good service, and in some cases the image is of poor service. A good image can be extremely important and lead to a customer choosing the products of one organisation as opposed to another. A good example is that some airlines have a much better image and reputation for customer service than others.



### Job satisfaction and workforce morale

Generally, workers who are happy with their job provide a better level of service. Also, providing a good level of service gives job satisfaction to many people. Knowing that you have helped someone to have a good time and enjoy themselves can be very rewarding. So happy staff leads to better levels of service and good levels of service leads to happy staff.



*Staff who enjoy their jobs generally provide higher levels of service to customers.*

### Customer service situations

Customer service takes place in a range of situations and for a variety of reasons. By no means does all customer service take place face to face and involve a conversation. Signs, and information provided by websites are also part of the customer service provided by an organisation.

### Providing information

There are many situations in which information is provided to customers. Websites provide a wide range of information about opening times, prices and other items with which customers need to be aware. Tour guides provide more detailed information and can explain aspects of a destination or attraction, which makes a visit more enjoyable.



*Guides give customer service by providing information about a destination.*

### Giving advice

Advising customers about the range of products and services available and suggesting which best will meet their needs is a very important part of customer service. Jobs from travel agents to beauty therapists involve advising customers about what product would suit them.

### Receiving and passing on messages

There are many situations where leisure and tourism organisation receive messages from customers and have to pass information on to the correct person. Some of these situations include:

- Changes to a flight schedule for a holiday



- Booking accommodation at a hotel
- Changing arrangements for a fitness session
- Altering the number of seats required for a theatre outing
- Changing the pick-up time for a coach outing

It may be that the customer has to contact the organisation to change arrangements, or the organisation has to inform the customer about changes.

This information may be transmitted in a face to face situation, or by a written communication, increasingly by e-mail. It is vital that both parties are perfectly clear about the precise arrangements that have been made and that the organisation makes sure that the customer has the up-to-date, correct information.



*Messages can be passed on to customers in a number of ways.*

### Keeping records

Customer records can help provide a good standard of service in a number of ways. Contact details for members of a health club or information about their medical history may be of vital importance. For example, organisations looking after children need to know how to get hold of parents in an emergency. Hotels often find it useful to keep details of regular guests so



that they can meet their needs more effectively. Travel agents and other travel companies keep records of past customers so that they can inform them of offers that they might be interested in. Records may be kept of other organisations as well as of individuals. For example, a restaurant may well keep a record of each family who booked a birthday party so that they can contact the family again in the future.

#### Providing assistance

There are many situations where customers may need just a little extra help. This happens in lots of situations. Helping customers with luggage in a hotel or a parent with a pushchair can make a great deal of difference.



*Helping customers get on to a ride at a theme park can be very much appreciated.*

#### Dealing with problems

Some customers have problems while they are visiting leisure and tourism organisations. These may range from small matters such as a forgotten toothbrush to a major crisis involving a serious injury or even death. Whatever the problem, the customer needs to be sure that the organisation can deal with the problem in an appropriate way. Most problems are not serious and can be solved by a sensible approach on behalf of the staff of the organisation.

### Dealing with dissatisfied customers

There may be situations where customers are not happy with the product of the organisation or the service they have received. This could involve a relatively minor complaint, such as a meal being cold or service being slow, or could be a major situation that will require the involvement of senior staff of the organisation. The customer is not always right, and some customers may complain hoping to receive compensation from the organisation.

All leisure and tourism organisations have procedures for dealing with complaints, and these procedures have to be followed by all staff.

*Complaints about other guests in a hotel being untidy or noisy can be difficult to deal with.*



### Offering extra services

Offering to provide extra services, which the customer may have to pay for, also helps to provide a higher level of service. Morning newspapers or a wake-up call in a hotel would be a good example. Programmes for events and theatre productions would also be an example of an extra service for which the customer might be prepared to pay.

**Activity 27**

For a leisure and tourism organisation you have studied, identify customer service situations that might occur by completing the table below.

Name of organisation \_\_\_\_\_

Customer service situation	Common examples
Providing information	
Giving advice	
Receiving messages	
Keeping records	
Providing assistance	
Dealing with dissatisfied customers	
Dealing with complaints	
Offering extra services	

### **Activity 28**

Work with a partner. Think about two situations where you, or a member of your family, have received good or bad customer service. Tell your partner about your two experiences and listen to your partner's examples. Choose what you think is the best of the four examples and share it with the rest of your class.

## Health and Safety in Leisure and Tourism organisations

It is vital that all leisure and tourism organisations provide a safe environment for their staff and customers and that they operate within the law. Many leisure activities, including most sports and active leisure activities carry some risk of injury and it is important to take measures to reduce these risks as much as possible.

Major incidents at sports stadiums and other venues over past years have led to measures to reduce risk and ensure safety. For example, all large modern stadiums are now all-seated whereas in the past spectators used to stand on terraces.



*All modern stadiums, such as the Millennium Stadium, have seats rather than terraces for safety reasons.*

The health and safety of passengers travelling by all forms of transport has also been improved with new regulations and safety measures being introduced. For example, all coach travellers are now expected to wear a seat belt.



### Unit 3 – Leisure and Tourism Organisations – Section 11

There are many laws and regulations which leisure and tourism organisations have to be aware of, and it is not necessary for you to know what they are, but it is important to understand why these laws exist and that all leisure and tourism organisations have to operate within them. All leisure and tourism organisations have a *duty of care*, which means that they have to take all reasonable measures to ensure that people will be safe.

To work within the law, leisure and tourism organisations have to comply with *statutory regulations*, which are laws that have to be followed. They also have to follow *codes of practice* that are not compulsory, but help to produce a safe environment for workers and customers.

Having good health and safety procedures is seen as being part of customer service. Customers feel more secure when it is clear that the organisation has taken health and safety precautions and that staff are well trained and conscientious.



*Theme park rides have to be checked regularly and customers have to have confidence in the ride.*

### Health and Safety – Major laws and regulations

The table below outlines some of the major laws and regulations which apply to leisure and tourism organisations.

Laws and regulations	What is covered
Health and Safety at Work	Covers workers in the organisation and involves assessing the health and safety risks in doing different jobs.
Display Screen regulations	Protects workers who spend a lot of time looking at computer screens.
Control of Hazardous substances (COSHH)	Covers the use of chemicals (such as in swimming pools) and other dangerous substances.
First Aid regulations	States that each organisation should have a first-aid kit available and a qualified first-aid person on site.
Reporting of Injuries (RIDDOR)	Is about reporting all injuries and other incidents and keeping records for three years.
Disability Discrimination Acts	Means that workers and customers cannot be discriminated against and that special provision needs to be made.
Children's Act	Is about protecting children while taking part in leisure activities and ensuring that adults have been checked.
Data Protection Act	Covers the protection of personal data held on individuals by organisations
Food Safety Act	Ensures that food is safe to eat and is prepared by suitably qualified people.
Safety at Sports Grounds Act	Covers safety at larger stadiums, which must have a safety certificate before events can take place.
Licensing and Gambling Laws	Covers the sale of alcoholic drinks in pubs, restaurants and clubs and gambling in casinos and other places.
Adventure Activities Licensing Act	Covers organisations offering adventure activities, which need to be licensed and employ qualified instructors.

The table on the previous page shows the range of laws and regulations that are in place. Many of these are the results of tragic accidents that have occurred in the last 20 years involving loss of life.

*Adventure companies offering rock climbing activities have to have qualified instructors and are covered by the Adventure Activities Licensing Regulations.*



### Emergency Evacuation Procedures

Like other organisations (schools and colleges) leisure and tourism businesses must have emergency evacuation procedures in place. These cover the way in which a building must be evacuated in case of a fire, bomb threat or other emergency.

The main aim of evacuation procedures is to move people away from a place where they are at risk to a place of safety as quickly and efficiently as possible. Many buildings where leisure events take place, such as stadiums, theatres and clubs or restaurants may contain hundreds or thousands of people who are not familiar with their surroundings. Exit signs, emergency lighting and fire fighting equipment are all part of the procedures.

### Emergency Evacuation Procedures and Practice

The purpose of any evacuation procedures is to: **Move People from Danger to Safety.**

**Procedures:** These should be short and simple; at a minimum they should cover Fire, Earthquake, Bomb Threat and Medical Emergency situations. The procedure for each emergency situation should be written in point form (use large print) with a maximum of about six points for each situation. Use one sheet of paper for each emergency situation. If the evacuation procedures are any longer than this you run the risk of confusing people.

**The Alarm:** It must be possible to hear the emergency alarm at all places on site.

All organisations have to follow the procedures outlined above, but a great deal will depend on the nature of the building and organisation.

### Risk Assessment

Risk Assessment is a major factor in health and safety law in the UK and Europe. Organisations have to assess health, safety and security risks and hazards, and then take measures to reduce or eliminate them.

A *hazard* is anything that could cause harm to anybody, such as walking in a busy area, or eating uncooked food. Hazards include:

- Slipping and tripping on floors and carpets
- Fire hazards
- Working at height using ladders and scaffold
- Vehicles
- Electricity hazards such as incorrect wiring
- Dust and fumes
- Manual handling
- Noise
- Poor lighting
- Display screen equipment
- Clothing and headgear
- Poor weather

The *risk* is the chance that someone will be harmed by the hazard, no matter how great or small. Risk is increased if no suitable protection is used, such as wearing seat belts in cars.

*Health and safety measures* are the precautions taken to reduce the threat of accidents occurring or to reduce the threat of harm.

### The Risk Assessment Process

There are five steps involved in making a risk assessment. These are:

- Listing the hazards that could harm people.
- Identifying the groups of people who are at risk from the hazards.
- Listing the measures that are in place to reduce the risks and evaluating if these are necessary. If they are not, suggest what action should be taken.
- Suggest measures to reduce risk to an acceptable level.
- Review and monitor the assessment as necessary.

### Reducing risks

It has to be accepted that many leisure and tourism activities involve a certain amount of risk. All forms of travelling involve risk, and the thrill of some adventure activities is in the high degree of risk involved.

However, it is important for organisations and individuals to reduce the risk as much as possible to an acceptable level.





## Activity 29

Drag the correct term into the box which matches the description/explanation.

Health and Safety Measures	Laws and Regulations
Hazard Safety at Sports Grounds Act	Risk Codes of Practice
Adventure Activities Licensing Act	Duty of care
Moving people from danger to safety	Terraces

Description/Explanation	Term
These help to produce a safe environment	<i>Codes of Practice</i>
The chance that someone will be harmed.	<i>Risk</i>
The main purpose of emergency procedures	<i>Moving people from danger to safety</i>
The measures to ensure that outdoor activities are safe.	<i>Adventure Activities Licensing Act</i>
In modern stadiums seats have replaced these.	<i>Terraces</i>
This Act covers the safety of spectators at football matches	<i>Safety at Sports Grounds Act</i>
Something which could cause harm to people	<i>Hazard</i>
These are compulsory and have to be followed.	<i>Laws and Regulations</i>
This means looking after customers and workers.	<i>Duty of care</i>
Precautions taken to reduce the threats of accidents	<i>Health and Safety Measures</i>