



Northwest Territories  
Tourism

Indian and Northern  
Affairs Canada

Affaires indiennes  
et du Nord Canada

[www.explorenwt.com](http://www.explorenwt.com)

# Market Ready

The NWT Tourism Handbook



The purpose of this handbook is to make you more comfortable with the expectations and language of the travel industry and to give you some basic tools to develop new tourism products. Those products could be as simple as a single activity or as complex as multi-day visits to a number of communities. They could involve one activity or many different related activities that allow our visitors to truly "Live the Legend." We invite you to read this handbook, see the potential, look for ideas and create new market ready products for our visitors to enjoy.

We appreciate the support of the Government of Canada through the Department of Indian and Northern Affairs and thank them for making it possible for us to prepare this handbook for you.

Yours sincerely,



Robin Wotherspoon  
Chair  
NWT Tourism



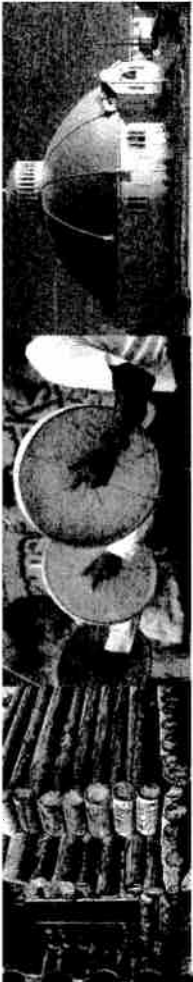
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## *Economic Impact of Visitors to the NWT*

In 2004/2005 the value of the non-resident NWT tourism industry was estimated to be approximately \$100 million.

Business travel accounts for 50% of visitor spending. When combined with visitor spending on the Aurora tours (12.5%), hunting (17.3%) and fishing (7.4%), the combined total of these four segments accounted for 87% of total NWT visitor spending.

Visiting friends and relatives (VFR) visitors contributed 3.2%. General Touring (Fully Independent Tour - FIR visitors) contributed 5.7%. Outdoor Adventure adds 1.2% and European visitors add 2.6%. There are significant opportunities to increase visitor spending in at least three segments (Adventure, General Touring and European Visitors). There may also be opportunities to increase spending and volume of VFR visitors.

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## *What is the Travel Trade?*

### **Who are the key players?**

#### **The consumer/the customer**

At the end of the day, it is always the customer who makes the final travel decision. The customer also determines a fair value: did they get what they were promised and how did they feel about the experience? Savvy operators pay attention, not just because it's the right thing to do but because of the rating customers may give an activity or tour package. Today many consumers check out tour and operator reviews before they book. With the Internet, there's hardly a tourism package that isn't being reviewed by someone and posted on the World Wide Web. Customers are also a valuable source of feedback on how to improve or modify your product. Paying attention to the customer is definitely the first rule of tourism.

#### **The travel agent**

Travel Agents sell or arrange trips and tours for customers. They are different from Tour Operators because they do not usually produce their own promotional materials. They sell from the promotional materials that Tour Operators provide. They may also sell from Internet information and travel products that are promoted online. Travel agents book services directly with service suppliers such as airlines, hotels, rental car agencies and tour operators who market holiday packages, event packages and other tourism products.

Travel Agents have the most direct contact with customers because they usually meet the customer face-to-face. Travel Agents earn part of their fees from commissions on products they sell and the balance from service fees charged to the customer for the convenience of booking services.











### Leisure travellers

The most common type of leisure traveller is the person on a holiday. Leisure travellers often book their travel arrangements, tours and activities through a Travel Agent or Tour Operator.

There are several types of leisure travellers. The most common type is the Fully Independent Traveller (FIT). These are visitors who travel independently, but for a portion of their vacation, book into a sightseeing trip or an activity that may be operated on an individual or group basis. FIT travel is a growing trend, providing the visitor with the flexibility and freedom to do what interests them rather than having to follow a group schedule. Some FIT travel includes rental cars, hotel bookings and multi-day packages. An FIT who drives to the NWT, books a three day fly-in fishing package and then returns to his/her personal road tour would be an example.

In the NWT, the Department of Industry, Tourism and Investment keeps statistics on leisure travellers in a number of categories. These are General Touring, Outdoor Adventure, Hunting, Fishing and Business. The participation of non-North Americans is recorded simply by their country of origin. The largest number come from Japan to see the Aurora Borealis with a smaller number from Germany and other European countries.

### Group travellers

A Group Traveller is a visitor who arrives as part of an organized group that has a tour leader or guide and where their transportation, accommodation, admissions and meals are generally included. There are several common types of group travellers.

Student Groups travel to have a hands-on learning experience or to participate in a group activity like a sports competition. They often enjoy learning about local culture and local people.

Educational Travel Groups are adults who want to learn about a specific topic such as the northern lights, northern culture or arts and crafts. These tours usually feature lectures and interpretation by resource experts and related activities. When the travel mode is by highway coach, these groups may also have been brought together by an interest in simply seeing different geographic areas.

Special Interest Groups are travellers who travel together on tours that have a themed focus. Themes might include bird watching, wilderness adventure, golf or other activities of common interest. These groups may not need expert interpretation, but will need coordination.

### Business travellers

Business travellers visit the NWT for meetings, conferences and occasionally incentive reward trips provided by their employers. National and international business meetings and conferences often include accommodation and meal packages, airline discounts and the option of pre-conference and post-conference activities.

In the NWT these activities may include sightseeing trips, fishing, cultural activities, golf or similar activities that do not require extended time commitments. Where these activities can be offered on an individual basis, they may be successfully promoted to business travellers who are not attending a conference.

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## *A typical NWT Touring Visitor Profile*

### **Where do they stay?**

With the exception of the VFR category, most general touring travellers to the NWT stay in hotels, motels, B&Bs or camp grounds. A significant number bring their own accommodation with them, mostly in the form of travel trailers or motor homes.

### **How much do they spend?**


The NWT 2002 Exit Survey calculates expenditures by general touring (same as FIT category noted earlier) "party" visiting the NWT. The overall party size for general touring visitors to the NWT is estimated at 2.58 persons with an average stay of 7 days. Since the survey was conducted between May and August 2002, the survey sample excludes virtually all visitors from Japan.

During that period in 2002 the average total expenditure for general touring air travelling parties (this includes air fare) was \$4,720. This is significantly higher than the average road travelling parties who spent \$3,616. Part of the difference may be accounted for by the reduced number of hotel nights and restaurant meals required by road travellers who often use travel trailers or motor homes.

The amount spent in the NWT also varied significantly by travel mode. Road travelling general touring parties spent an average of \$1,414 in the NWT while air travelling parties spent an average of \$2,019.

By country of origin, Canadian general touring travel parties (arriving by air and road) spent an average of \$1,424 on their trip, U.S. visitors spent \$3,817 and non-North American parties spent \$7,713.





Armed with the results of your research on a target market, the basic elements of your package and some solid cost numbers, you can begin to define your product and develop your business plan. Too many small suppliers of tourism products try to skip this stage and may wonder later why they failed to get positive results.

### **Developing new products**

There was a time when Aurora tours did not exist – at least not on a large scale. However, this very significant aspect of the NWT's tourism industry now accounts for one out of every eight visitor dollars spent in the NWT. Northern lights tours came from seeing an opportunity, identifying a market, patiently building partnerships, promoting the product and delivering the experience.

Of course new product development is always more challenging, riskier and may take longer to develop and market test. However, if it is successful you will have the advantage of being the first to offer the product and that can make your product name the one most often associated with the activity in the minds of both customers and travel agents.

Travel products need to be designed with the consumer in mind. These products should have a strong focus – tying the various parts of the product together in a way that makes sense to the consumer and attracts them to the product.

If possible, the product should also be designed to provide extra value to the consumer. One way to do that is bringing the product together in a single package that costs less than it would if each element were purchased separately.

Next, examine the various elements of a tour package and look for the ones that reinforce the theme and will be attractive to the target market.

These components are:

- Transportation
- Accommodation
- Attractions
- Events
- Meals
- Drinks
- Activities (with varying degrees of involvement from spectator to participant, from strenuous to almost no effort at all)
- Degree of group activity versus individual.

Examine the advantages and disadvantages of fully inclusive tour packages for both the tour operator and for the consumer.

It is possible that you will develop an optimum tour package, only to find that one key element is not available. Whether this encourages you to offer that element yourself, ask someone else to offer it, or to redesign your tour package without it, will be easier to decide if you stay focused on your target customer.

### **Redesigning an existing (or failed) product**

Sometimes it is possible to either enhance an existing product or to redesign a product that failed to meet expectations. The first step is to take a hard look at what went wrong. Perhaps circumstances have changed. The construction of a bridge, building a new hotel or the entry of a new services operator can all change how a redesigned tour product is put together.

It is also possible the old product had no clear focus and included too many unrelated events and activities. Bringing a strong focus to the product could change its appeal. Or the product may not have offered anything unique and appealing to the visitor. It may have just been a collection of activities that almost everyone does when they visit an area.

There is also the possibility that the product was not promoted to the right target market. It may have aimed too high or too low – been too expensive or too budget-oriented for the target consumer.

Fixing one or two of these flaws could give you a whole new product. However, at this point in the redesign, it is important to avoid an association with the earlier failed product. The redesigned product should be renamed, the focus adjusted, the sequence of activities might be changed and the product promoted as a new product to the travel trade and the consumer.

At the end of the redesign you should be able to answer the following questions:

- What is special or unique about my package?
- Why would a consumer prefer my package to a similar package?
- Who will buy my package?
- Do I have information that supports these assumptions?
- Do I have what it takes to sell the package?

Before you are finished, look for a potentially “fatal flaw” in the resigned package. This is an element that, if it failed, would seriously damage the value or delivery of the package to the consumer. However, before you worry too much about fatal flaws, look at how likely it is to occur. If the risk is low, it shouldn’t discourage you from offering the package.

Finally develop your business plan with detailed itineraries, suppliers, costing and provision for commissions.

## *Doing a Reality Check!*

### **Dealing with NWT realities**

In the NWT, the seasons, distances, geography, weather and supplier reliability may all affect your ability to deliver the product you planned to offer. If there is a high risk of any of these factors interfering with your ability to deliver a great travel product, changes will need to be made before market testing.

### **Does the product fit the NWT?**


Travel products that push the limits of what a consumer will believe will be a tougher sell. Suppose you offered a product to an upscale market called “Healing Waters – Spas of the North.” You might find that some of the spa package components failed to meet the expectations of that upscale market. You would have to determine if you could work with your suppliers to correct these problems or whether you should look for a new product. At the same time, if the product was repositioned for a standard market as part of a “Healing Journey” the issue might not be of concern.

Address the history of the North and its development. You might very well find a market if this is packaged to showcase a unique bit of history. Perhaps the building of the Canol pipeline from Norman Wells could offer fresh tourism potential.

### **What is the relationship to NWT branding**

The NWT Tourism Brand should also be considered when packaging and naming products. The opportunity to tie your product to a larger public awareness program should be used to your advantage.





Wholesaler Commission 20% - \$ 20.00 the wholesaler will sell to the travel agencies, they will keep 10% for themselves, they will pay the travel agency 10%

Booking Agent Commission 15% - \$15.00 the booking agent will keep 15%

Inbound Agency Commission 30% - \$30.00 the inbound agency can have various middle people. They will pay the wholesaler 20%, they will pay the travel agency 10%, and the amount they earn will depend on whom they sell to.

So, if you decide to partner with all sectors you need to mark up your price between 30% and 40%. This will provide enough for all the proper commissions.

So in the case of a tour that costs the tour operator \$100 (including profit margin) the following prices would apply:

Partner with travel agency only - your published price would be \$110

Partner with wholesaler only - your published price would be \$120

Partner with booking agents only - your published price would be \$115

Partner with an inbound agency - your published price would be \$130

**If you chose to partner with all sectors your Published Price is \$130.00**

Your net price will now vary with each supplier.

Your travel agent net price is \$120.00

Your booking agent net price is \$115.00

Your wholesaler net price is \$110.00

Your Inbound Agency net price is \$100.00

If you sell directly to a customer, your price would be the published price, which could be one of the above, depending on who you have partnered with to sell your product.

It is very important that you hold to your published price. For example if you advertise your product at the \$130.00 and turn around and charge the visitor \$100.00, the travel trade regards this as completely unethical and will not want to deal with you in future.

This section of the handbook can only give you an overview of pricing. More detailed information is available through on-line Internet courses and tourism reference books.

### **Block space/release dates**

Block Space means that a supplier (generally a hotel or a transportation company) allocates an inventory to a Tour Operator. If the Tour Operator does not sell the inventory by the date that the supplier has set, they must release any unbooked space back to the supplier. Blocking space is essential when planning group tours.

### **Vouchers**


Vouchers are documents that Tour Operators provide to their fully independent travellers (FIT), which they turn in to the suppliers of services that have been pre-booked by the Tour Operator. The client has generally prepaid for these services.

### **Insurance and liability**

You will need insurance to cover the consumers who are on the tour. This will need to be negotiated with an insurer who can assess the degree of risk and recommend an insurance package. Rates and assessments vary. It is always good to shop around.

You also need to be aware of your liability to ensure that travel arrangements made at the time of booking are delivered to the traveller, exactly as sold. The Package Travel Regulations of the European Union set the standard.





### Consumer time commitment

Consider the length of time that your package will take. This is particularly important if the tour package is being combined with other packages. For example, if the tour operator already has a popular four-day package, they may be looking for a three day package to round the total consumer time commitment out to one week.

On the other hand, it may be important to consider how much time the consumer will need to get from their starting point to the place where the tour package begins. Travel Agents and Tour Operators can be of considerable assistance in making sure the time commitment required by the consumer will fit the needs of the market.

### Itinerary Importance

There are certain market places that provide insurance against misleading information provided on an itinerary. If a guest arrives and does not receive what they were promised they are entitled to a full refund on their package. It is very important to guarantee only what you can provide. It is equally important to be very upfront with all possibilities of a tour being cancelled.

For example:

A day tour in the Nahanni is very weather dependant. I will use the example of Mr. Smith who is booked to go into the Nahanni on Tuesday June 15th. He arrives on Tuesday June 15th a beautiful sunny day in Fort Simpson, and is advised his tour has been postponed by a day due to weather. You can well imagine how upset he would be. Due to bad weather on Monday June 14th all flights were cancelled and rescheduled for Tuesday. That is exactly how it works in the Nahanni. So it is very important to advise Mr. Smith of this possibility and actually suggest to allow an extra day on his itinerary for this possible scenario.

### Itinerary/specific activities

Work out a detailed itinerary for your product. This needs to be very precise, so that both the consumer and suppliers of services to you know exactly what is promised and what is expected. You will need to allow some time to accommodate unanticipated delays.

Where start times of a tour involve the prompt arrival of scheduled aircraft and the recovery of checked baggage, a single local activity or package orientation session may be used as insurance against delayed flights. Always remember that flights arriving later in the day may be somewhat more likely to have delays.

Generally, there should be reference in your itinerary for every couple of hours of time. Where an activity lasts more than a couple of hours it is acceptable to restate the activity title with the word "continues." The itinerary reference should tell what is happening, what the consumer will experience and any demands this may place on the consumer. Allow for breaks to accommodate the personal needs of consumers.

Be clear that schedules will be followed and that it is the responsibility of the consumer to be available at the specific times noted in the itinerary.

Check the sequence of activities, each element of the package should flow naturally from one to the next.

### Bundled services

Sometimes it will be advantageous to have one supplier "bundle" a number of services together. For example, a hotel may wish to include meals that are selected from a predetermined menu. Or, a charter aircraft company that is providing a day trip to a scenic area may supply food and guiding services. In the case of buying bundled services, you may have another negotiating point to use in determining the price that you pay the supplier of the services.



### Market position

Market position most often refers to the demographics of your target market. Is this a luxury package or a standard package? Meeting the consumer's expectations with respect to hotel rooms, meals, travel mode, guiding and other quality-sensitive services is very important. The consumer should not be surprised by substitutions that are not in line with those described in the marketing promotions. Do not exaggerate.

### Product name

Finally, the product name sets the tone for the entire consumer experience. It originates with the focus of the package. But, it also needs to consider factors like accommodation, transport mode and activities.

The right product name can have considerable impact on the consumer, from the initial consideration of the package, to its purchase and finally the experience itself. For example, a package could consist of visits to smaller Dene communities with an opportunity to see traditional tanning, making arts and crafts, sharing country foods, a visit to a special/historical site and, depending on the weather and the insects, a night sleeping in a tipi. In naming such a product, there is a great deal of difference between the titles "Visits to NWT Communities" and "Close to the Land: The Way of the Dene."

## *When are you fully "Market Ready"?*

There are many factors that need to be considered before you can go out and offer your product as "Market Ready." It is important to make sure that your product works for you, the consumer and the distribution organization that will market your product.

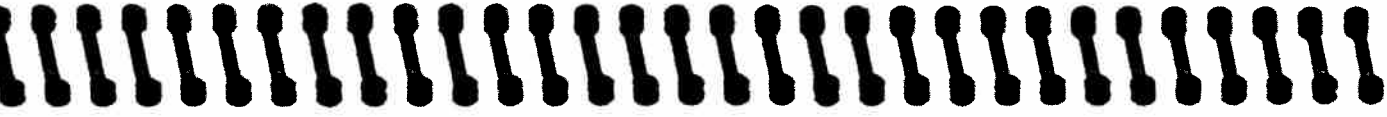
### Have you market tested the product?

Before you attempt to promote your product to the travel trade, it is essential that you market test it. There are a number of reasons for this.

First, very few products are ever developed without the need for some significant adjustment. This could be a break-even cost issue, a supplier challenge, an activity sequencing issue, a transportation or accommodation issue, a pricing issue or a commission issue. Market testing your product will allow you to make needed changes before you offer it to the travel trade outside your area.

However, it may be a challenge to find enough consumers to do a market test. There are a few options you can consider. You could work with a local agent in your area to promote the product or it may be possible to associate the market test of your product with another event such as a conference.

Depending on the product, you may also want to offer a scaled down version to test the basics – for example, visiting one community rather than three in a cultural experiences program. You may also find tour operators who are willing to help you market test the product if you can demonstrate that you have done a thorough job on market research, reviewed the competition, contracted (or have commitment letters) for all essential package components and are willing to offer an attractive commission.





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## Marketing to the Travel Trade

### What are tour operators looking for?


Tour Operators look for suppliers that have competitive pricing, consistent quality and acceptable reliability standards within their market. They prefer suppliers who are located within the region in which the tours operate or the services are supplied. Some products are best suited to Group Inclusive Tours (GIT) and some to Fully Inclusive Tours (FIT). Some may be equally suitable to both. Tour Operators will want to know if the same (or a similar) product is offered by their competition. In some cases this will work to the supplier's advantage if they see the product as essential to delivering a good consumer experience. In other cases they may want to look for another product to differentiate themselves from the competition.

The season or timing for the availability of your product is also important. It is not good enough to describe the product as a summer or winter one. Offer information about the months in which the product is available.

Finally Tour Operators look for Suppliers who are fully licensed and insured and understand how to work with Tour Operators and to service visitors, including international visitors.

### The product's main selling features

Know your product's main selling features in relation to different target markets. Have a clear understanding of the demographics of the target market. Identify and describe the intended consumer experience. Assess the uniqueness of the product or service and the degree to which it is regarded as an essential visitor experience of your area. Identify the experience as participatory or passive. Describe the degree of experience, skill and any risk associated with the use of your travel product.



### The competitive advantage of your product

If similar products are offered by a number of suppliers in your area, be ready to describe your competitive advantage. It is not enough to describe your product as the "best". It is important to tell exactly what advantage your product offers over competitive products. Be prepared to name your competition as the Tour Operator may want to verify with others the claims you are making about your competition.

### What commitments do they expect from you?

Tour Operators want to partner with suppliers who provide a superior product at a fair price. They expect that every visitor be provided a fully satisfactory experience. You will have to deliver what you promise.

Additionally the Tour Operator wants to be able to have access to supplier's product inventory so that they can know how much they can sell. They need to know if your capacity to deliver the product might be compromised by overbooking. They prefer to have real-time access to your product availability so that they can immediately confirm the booking to their client. If they are willing to work with a supplier who does not have these real time resources, they may communicate with you by email and will need an answer to every booking inquiry within 24 hours. This is the maximum that any good Tour Operator will wait.

### Timing/when do they do their planning?

Tour Operators plan at least 9 – 12 months in advance. Receptive Tour Operators who contract services and resell them to Tour Operators need even longer lead times. They may start planning 18 – 24 months in advance. This means that suppliers who want to sell their products to national or international Tour Operators must be able to provide rates and availability information at least 12 months in advance.

In a few markets the planning cycle is shorter as some Tour Operators no longer print brochures but rely on Internet based catalogues.

If a Tour Operator decides to feature a product or destination, it may take several years before the product meets sales expectations. Or, the product may never sell. It takes patience to work with Tour Operators and selecting the Tour Operator you want to work with is an important decision.

### Working with partners

It is important to remember that you are not usually offering your travel product in isolation from all others. What you offer is very often sold as part of a tour package. In that case the consumer is judging not just you, but also the complete range of companies and organizations involved.

You want to be part of a partnership team that delivers a positive experience that builds the reputation and credibility of all involved. Here we are using the term "partners" in a larger sense. The organizations involved in delivering travel products may not be legally in partnership. But, their reputations are often treated as though they were. No matter what your legal connection with other travel industry players, it is always best to think of them as valued partners.

If you find that you are part of a partnership team that frequently fails to meet consumer expectations, the reputation of your product or service will be harmed by the poor performance of others. If that happens, look for other partners. On the other hand if you are the one having problems, talk to your partners and tell them what you are doing to correct the problem and make sure it doesn't happen again.





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## *Promoting the destination*

NWT Tourism promotes the entire Northwest Territories as a place to visit. Some ways we promote the Northwest Territories and your products include:

**Explorers' Guide** – issued annually, includes information on how to get to the Northwest Territories, the type of activities offered here, listings of hotels, airlines, parks, campgrounds and operators, and spectacular photos of the NWT.

**Hunting and Fishing Guide** – This guide provides information on sport hunting and fishing in the Northwest Territories and includes a listing of all licensed NWT operators.

**Website and Links** – NWT Tourism has a website which receives about half a million visits each year. The site features product and service information and provides for direct links to your website.

**Media Advertising:** NWT tourism places ads in Canadian and U.S. publications and websites geared to road travellers, the general touring market, outdoor adventure market, hunters and fishers.

Other marketing and promotion assistance programs include market research information, a referral service, a quarterly media newsletter, a sales lead program, partnership opportunities, a visuals library, media and public relations services and familiarization tours.





<b>ARTA</b>	<p>Founded in 1963, the Association of Retail Travel Agents (ARTA) is the largest nonprofit association in North America that represents travel agents exclusively. Its membership is 100 percent professional travel agents. The Association does not accept travel suppliers or other travel companies as members.</p>
<b>All Inclusive Tour</b>	<p>A tour offering most services such as accommodation, meals, baggage handling, sightseeing, travel within the package duration and frequently an escort or guide. Terms and conditions including inclusions and exemptions are stated in writing.</p>
<b>Blackout Periods</b>	<p>A period of time during the operating season when the travel product supplier's normal commission and discount structure is not available to the travel trade. This typically occurs in particularly high demand periods when the supplier closes its availabilities to the travel trade in order to sell all available product directly to consumers.</p>
<b>Block Bookings</b>	<p>A 'block' of a tourism supplier's product inventory that is set aside and put under the control of the tour operator so as to allow them to confirm reservations without recourse to the supplier. Generally this arrangement is established as part of the negotiations between the supplier and the tour operator.</p>

<b>'Bumping' Policy</b>	<p>A policy for accommodating customers whose reservations can't be honoured by the supplier due to an over-booked situation. Typically, the supplier will arrange for alternative services and will usually also provide some added-value services or compensation to offset the inconvenience for the customer. This is common practice among accommodations and transportation companies.</p>
<b>CAA</b>	<p>Canadian Automobile Association</p>
<b>CETN</b>	<p>The Canadian Experience Travel Network, formerly known as the Learning &amp; Enrichment Travel Alliance (LETA) is dedicated to leading the development and growth of quality learning and enrichment vacation experiences and sustainable business opportunities in Canada. <a href="http://www.cetn.com">www.cetn.com</a></p>
<b>Chain</b>	<p>A corporately owned group of product suppliers. Common to the accommodation and restaurant sectors.</p>
<b>Commission</b>	<p>The compensation that a travel agent or other intermediary receives from a product supplier in return for selling their products or services. Commissions are usually based on a percentage of the retail value of the transaction.</p>
<b>Consolidator</b>	<p>A company that negotiates large blocks of travel units and forms groups to travel on air charters or at group rates on scheduled flights.</p>
<b>Coupon</b>	<p>A document offering a saving or other benefit by purchasing a product. In tourism this is usually a saving on an attraction admission, a second meal free at a restaurant, etc.</p>

<b>CTC</b>	The Canadian Tourism Commission is a public-private partnership whose mandate is to plan, direct, manage and implement programs to promote tourism to and in Canada and provide timely and accurate information to the industry that assists in their decision making. – <a href="http://www.canadatourism.com">www.canadatourism.com</a>
<b>Direct Marketing</b>	Sales and marketing communications that provide for direct interaction between the company and the customer without distribution intermediaries.
<b>DMO</b>	A 'destination marketing organization', such as a convention and visitors' bureau, or a provincial tourism marketing organization.
<b>Escorted Group Tour</b>	A prearranged group tour developed and managed by a tour operator, receptive operator or travel agent. A tour guide accompanies the group on the tour and handles all logistical matters.
<b>FAM Tours - Familiarization Tours</b>	A complimentary or reduced-rate travel program for tour operators, travel agents or travel writers, designed to improve knowledge about a particular destination or package. The purpose in the first two cases is to encourage active marketing support; in the third it is to encourage favourable media stories about the destination.
<b>Fly/Drive Tour</b>	A FIT package that includes air travel and a rental car and may include other elements like accommodation.
<b>Franchise Group</b>	A group of independently-owned tourism suppliers affiliated with a central marketing organization. A franchise permits the independent supplier to benefit from sharing a common brand in the marketplace, and from having access to a variety of support services.

<b>Free Sale</b>	The tour operator is free to confirm reservations with clients without recourse to the supplier, for dates and products that have not been closed-out by the supplier. In other words, the tour operator is free to sell product except for dates where they have been informed by the supplier that a particular product is unavailable for 'free sale', in which case the tour operator must request the inventory prior to confirming the reservation with their client.
<b>Fully Commission-able</b>	The commission applies to the total value of the transaction, not just selected portions.
<b>Fully Independent Tour (referred to as "FIT")</b>	Packages that are designed for independent travellers and that do not usually involve group activities at any stage of the trip. A typical example is the fly-drive package, offering a saving in air, car rental and perhaps some additional services on a package basis. They may also include accommodations for some or all nights, and/or some meals and/or attractions. (The acronym derives from an airline term from the days of regulated international airfares, for 'foreign independent tour'.)
<b>Ground Operator</b>	A company or individual providing services to a tour operator at the destination, such as sightseeing tours, local transfers, guides and other local services, but not including transportation to and from the destination. Sometimes called a land operator or a receptive tour operator.
<b>Hosted Group Tour</b>	Like the escorted group tour (above), except that the tour guide only joins the group at key particular times, usually at the hotel, to deal with issues and problems, provide information, etc.

<b>Inbound Operator</b>	A tourism operator that usually serves groups arriving from another country. The same as a Receptive Operator.
<b>ITB</b>	International Tourism Bourse (Exchange) - one of the largest tourism marketplaces in the world - held each spring in Berlin. Most provinces participate under the banner of the Canadian Tourism Commission.
<b>Itinerary</b>	The travel itinerary provided to a client by a travel agent or tour operator.
<b>Liability Insurance</b>	Insurance that protects a company from legal claims arising out of accidents or losses incurred by customers.
<b>Marketplace</b>	A travel trade event where tourism suppliers have scheduled appointments with travel trade buyers.
<b>Meet and Greet Services</b>	Services of a representative hired to greet travellers at a specific point in the itinerary and welcome them to an area
<b>Motor Coach Tour</b>	A group tour in which the primary mode of transportation is by motor coach.
<b>NAV Canada</b>	NAV CANADA operates one of the safest and most efficient air navigation services in the world by providing a complete range of services including: air traffic control, flight and aeronautical information, weather briefings, airport advisory services and electronic aids to navigation.

<b>Net Rate</b>	The wholesale rate to be marked up for eventual resale to the consumer.
<b>NTA</b>	The National Tour Association is the premier association for travel professionals who have an interest in the packaged travel sector of the industry. The association, which is made up of nearly 4,000 members, brings together those who package travel – group as well as individual trips – with suppliers and destinations who represent the various components of a trip. Although based in North America, our membership spans the globe. NTA hosts a marketplace each November. One of the organization's founding members was Arthur Tauck, Sr. <a href="http://www.ntaonline.com">www.ntaonline.com</a>
<b>OMCA</b>	Ontario Motor coach Association - hosts a marketplace each fall - usually November.
<b>Other Group</b>	Groups other than motor coach tours, including those using other types of transportation vehicles, as well as non-touring groups.
<b>Outbound Operator</b>	A company that takes groups from one location or country to another location.
<b>Package</b>	A pre-arranged combination of travel components 'packaged' together and sold at an all-inclusive price in a single transaction.
<b>Preferred Practices</b>	Policies and practices that are considered beneficial in dealing with tour operators, travel agencies and wholesalers (the travel trade).
<b>Rack Rate</b>	The published (or 'advertised') retail price of a tourism product or service.



<b>Receptive Operator</b>	A person or company that specializes in particular destinations, providing services at the destination to group travel organizers and tour operators. Some limit their services to the community and area in which they are based; others provide services to entire regions.
<b>RVC</b>	Rendez-vous Canada - a tourism marketplace organized by TIAC in partnership with the CTC and Provinces on behalf of Canadian operators. Tour operators from around the world are invited to meet with Canadian operators annually in May. - <a href="http://www.rendezvouscanada.com">www.rendezvouscanada.com</a>
<b>Self-Drive Itinerary</b>	An itinerary of travel arrangements for an independent traveller on an independent package tour.
<b>Special Group Rates</b>	A per person discount offered on group bookings.
<b>Special Interest Group</b>	A group built around a common interest in a specific subject or activity.
<b>Supplier</b>	A company or individual providing the actual travel product. Such as accommodation, activities or attractions to the Tour Operator.
<b>Tour Itinerary</b>	The day-by-day, event-by-event itinerary for a tour.

<b>Tour Operator</b>	A tour operator is a business that designs, develops, markets and operates packaged travel and tourism products and tours. Tour operators sell through travel agents and/or directly to consumers.
<b>Tour Operator Rates</b>	Discounts off of retail rates offered to tour operators by tourism suppliers.
<b>Tourism Supplier</b>	A tourism business operator, such as an accommodation property, attraction, etc.
<b>Trade Show</b>	An exhibition of travel and tourism products designed to solicit business from travel trade buyers.
<b>Transferable/ Floating Deposit</b>	A paid deposit that may be switched to other dates, other block bookings or other packages if cancellation is necessary. This is normally offered in instances where the deposit is not refundable.
<b>Travel Agent</b>	A licensed travel product retailer that provides travel information, reservations and other forms of assistance to consumers, companies and groups in making travel arrangements.
<b>Tour (or Travel) Package</b>	Planned, pre-arranged vacations offered for sale by a Tour Operator at a fixed price to travellers. Tours may include lodging, meals, sightseeing, activities and transportation.
<b>Travel Trade</b>	A term describing the full range of organizations that operate as intermediaries in the travel and tourism industry. These typically include tour operators, wholesalers, receptive operators, group leaders and travel agents.

