

LANGUAGE FOR INTERNATIONAL TOURISM

UNIT I

TYPES OF HOLIDAY

Preview

- 1. How many different kinds of holiday can you think of? Work with your partner and compare your lists.**



Vocabulary 1

- 2. Put the words (1-9) into appropriate spaces.**

- | | | |
|---------------------|------------------|-----------------|
| 1) winter sports | 4) safari | 7) adventure |
| 2) self-catering | 5) cruise | 8) package tour |
| 3) special interest | 6) weekend break | 9) homestay |

- a) a relaxing holiday with old-fashioned hospitality on a family farm;
- b) a month's holiday lost in the Amazon rain forest;
- c) a fortnight's holiday for the family in a rented Swiss chalet;
- d) a ten-day to Thailand, including flights, deluxe hotels and visits to the Sukhothai national park and the pagodas at Ayuthaya;
- e) a two-week in the Baltic Sea aboard the luxury liner Argenta;
- f) a(n) holiday skiing on the slopes of the Pyrenees;
- g) a(n) in Amsterdam to visit the Rijksmuseum and be back in time for work on Monday;
- h) a stay in Mombasa combined with a(n) in the famous Tsavo game park;
- j) a(n) holiday, excavating Aztec temples or learning English in London.

- 3. Join the phrases in the two sections a-g and 1-7 to make complete holiday description.**

- a) a city break in Moscow
- b) a three-week expedition to Greenland

- c) a five-day stay in a purpose-built chalet
 - d) two weeks on an ocean liner
 - e) a month's holiday in a mobile home
 - f) a bed-and-breakfast stay
 - g) a trip to Disney World
- 1) to study the geology, flora and fauna
 - 2) in a caravan park in sunny Biarritz
 - 3) at one of the Center Parcs holiday villages in Britain, France or Holland
 - 4) with two nights at the Metropol hotel and tickets for the Bolshoi
 - 5) including a three-day stopover in Tahiti
 - 6) with free accommodation in a condo in Orlando
 - 7) in a comfortable guest house near The Black Forest

4. What types of holiday are those in exercise 3? Choose categories from the list in exercise 2 or add your own.

5. How would you describe the holidays in exercise 3? Choose from the list in the box below and justify your choice.

| | | |
|---------------------|-----------------|---------------------------|
| <i>frightening</i> | <i>relaxing</i> | <i>for the family</i> |
| <i>exhausting</i> | <i>cultural</i> | <i>once-in-a-lifetime</i> |
| <i>entertaining</i> | <i>romantic</i> | <i>adventurous</i> |

Language Focus 1

Compound nouns

*In English we can use nouns as adjectives. The 's or s' can be used in expressions of time with numbers. But in expressions beginning with **a, the, or a possessive** and followed by a number, the first noun is singular. For example:*

adventure holiday business travel expedition

an **hour's drive** from the airport **two days' journey**

The **three-day** train journey was boring.

a **two-day** expedition.

6. Match the nouns in A and B.

| A | B |
|-----------|---------------|
| theme | city |
| hotel | book |
| boat | sports |
| incentive | resort |
| guide | travel |
| water | trip |
| capital | accommodation |
| health | park |

7. Decide if these sentences are correct or incorrect. Correct the sentences that are wrong.

- A. It's a five miles' drive to the airport.
- B. On this two-day escorted trip to the Caingorns, you will travel by coach.
- C. There are several three-day weekend break packages in this brochure.
- D. The guests decided to opt for the five-course set menu.
- E. Management regret to announce that there will be a four-hour delay.

Language Focus 2

8. Rewrite these sentences without changing the meaning. For example:

It takes five minutes to walk from the hotel to the beach.

It's a five-minute walk from the hotel to the beach.

- A. It takes two hours to drive to the airport.
- B. The journey to the center of London takes forty-five minutes.
- C. The excursion includes a meal with three courses at a gourmet restaurant.
- D. You can visit the vineyard, which extends over two hundred hectares.
- E. We stayed in a hotel with three stars.
- F. From Santiago to San Francisco there's a freeway with four lanes.
- G. A guide accompanies all tours scheduled for five days.
- H. They have produced a film, which lasts twenty minutes.
- J. Their expedition, which took six months, nearly met with disaster.

Reading 1

9. Read the article “Weddings and Honeymoons” and answer the questions:

1. Why, according to the article, is it becoming more popular in Britain to get married abroad?
2. What is the minimum time a tour operator needs to organize a wedding abroad?
3. Which group of people finds this type of wedding more attractive?
4. What change is affecting this trade at the moment?
5. Which extras were once free, but are now to be found on the supplements list?
6. Why is Ireland becoming a popular destination?

WEDDINGS AND HONEYMOONS

Getting married abroad was once considered a whim strictly for the fabulously wealthy – or deeply eccentric. But over the last 10 years it has become a much more accepted idea. Indeed, it is now considered trendy. Although the total market remains relatively small, accounting for perhaps 15,000 of the close to 400,000 couples who get married each year, numbers are increasing all the time.

Cost is one of the main reasons. It is estimated the average wedding in Britain costs between £ 8,000 and £ 10,000. This contrasts with the £2,000 it can cost a couple to have a combined wedding ceremony and honeymoon abroad.

It is also easier to arrange. While many UK ceremonies are planned a year or more in advance, weddings abroad can usually be booked a few months ahead. Operators covering certain destinations can handle a reservation just two weeks before the wedding day – although it is not recommended.

Clients should also be aware they need to have some involvement with the paperwork, although tour operators try to keep that to a minimum. However some clients think that because they have booked their wedding through a tour operator, they will have to do absolutely nothing.

Wedding clients range in age from 18 to 75 but the concept is particularly suited to couples embarking on a second marriage or those who have been living together for many years. They often want to escape everything and everybody and to celebrate their wedding quietly.

The majority of wedding couples prefer to travel with each other, but an increasing number are inviting a couple of friends or relatives. There is also a growing trend towards wedding groups and it is no longer unusual to have 10 or 15 people accompanying the bride and groom. In the past, wedding guests would stay in a separate hotel and return home a week before newlyweds but now they often accompany the couple for the whole of the trip.

In fact, trends are changing across the whole of the honeymoons market. For example, operators used to offer flowers, fruit or wine free of charge to newlyweds. But now such extra invariably appear under the heading of “special occasions” – next to a list of applicable supplements.

The Maldives, Mauritius, St. Lucia and Far East tours are among the most requested honeymoon destinations. Closer to home Venice, Rome and Paris are continuing to attract steady business, while Ireland is becoming popular for its romantic castles and country house hotels with four-poster beds.

Reading 2

Vincenzo is a travel consultant in a busy travel agency in Palermo, the regional capital of Sicily. He is talking to Colin Butler, the new Ventures Manager of Exotic Destinations, about where Sicilians go on holiday.

10. Read the dialogue and decide if these statements are true or false.

- A. The most popular holiday destination is the USA.
- B. 60 per cent of Sicilians holiday in Europe.
- C. Thailand and Singapore are more popular honeymoon destinations than the Maldives or China.
- D. Sicilian holidaymakers only want to sit on the beach all day.
- E. The Far East is popular because you can have the sun and the sea as well as touring the area.

F. Mexico has become popular in the last three years.

C.B.: So where do you send your clients?

V.: Well, those who go abroad go to the states; that's the most popular destination, or to the Orient, to Mexico and then to Europe, in that order. Paris is the most popular European destination. It accounts for 60 per cent of European holidays, and then comes Great Britain and after that Prague.

C.B.: Prague! Yes, it is becoming a very popular destination throughout Europe.

V.: But that is because it is so very beautiful. However, at this time of the year, the only bookings we are taking are for honeymoon travel to America and the Far East.

C.B.: Where in particular in the Far East?

V.: To Thailand, Singapore, Bali and India mainly, though we are getting quite a few for Sri Lanka and the Maldives, and some want to go China or Hong Kong.

C.B.: And what do they do when they go so far afield? Do they go for sightseeing?

V.: Some sightseeing, yes, but also the beach. Until recently, the holidaymaker was content with just spending two weeks on the beach, but this is no longer so. Now they want not only the sea, but to see something, to appreciate the culture, the art and architecture, to learn something about the way of life. That's why the Orient is so popular because you can have a beach holiday and link it with an excursion or a tour of the area. So it is very usual for people to have a seven-day tour followed by a beach-centered holiday.

C.B.: What do you consider to be the most exotic places that Sicilian now go to?

V.: Mexico without a doubt. You can find everything there: arts, colours, good people, good places to have sun and very good food.

C.B.: For how long has Mexico been popular?

V.: For a long time. I've worked here for nine years now and it has always been popular. However, over the last three years the demand has been growing quite steadily.

Language Focus 3

11. Choose the correct form of the infinitive and translate the sentences.

1. Getting married abroad is considered *to be/to have been* trendy.
2. Majority of wedding couples prefer *to accompany/to be accompanied* by few friends and relatives.
3. I am sorry *to misinform/to have misinformed* you about the tour program.
4. The agency has received a prospectus of the destination *to have promoted/to be promoted*.
5. They recommended accommodation *to book/to be booked* in advance.
6. He proves *to work/to have been working* in this firm for five years.
7. This firm was the first *to be developed/to develop* a new product.
8. A new advertising campaign seems *to have been launched/to be launched* next week.
9. He is known *to involve/to be involved* in different aspects of the business.
10. This package is supposed *to be included/to include* all services.
11. I want someone *to be called/to call* Global Tours for me.
12. At least 25 per cent of British families are expected *to spend/to have spent* holiday abroad next year.

Reading 3

12. Read these statements about business letters in English. Are they true or false? Do other people in the class agree with you? What other advice can you give about writing letters?

- A. When you write a letter you put your name above your address.
- B. It is correct to write *Dear Mister* when beginning a letter.
- C. In the United States 1st April 1999 can be abbreviated to 4.1.1999.
- D. When writing a letter to the USA you can begin it with *Gentlemen*.
- E. The abbreviation Ms is used to write to women when you do not know or do not want to refer to their marital status.
- F. It is rarely appropriate to use contractions *I'll, don't, isn't* when writing letters.

G. If you begin a letter with *Dear Mr. Grant* you should end with *Yours faithfully*.

13. Read the letter below. 

Why is Mrs. McSweeney writing? What information does she require?

4 Cedar Avenue
London
NB 15R

*Skyways Holidays
Publications Manager
Atlantic House
Hazelwick Avenue
Haywards Heath
West Sussex
RH10 1NP*

30 October 1999

Dear Sir or Madam

As an enthusiastic golfer I am very interested in combining a holiday abroad with the opportunity to receive expert tuition and improve my handicap.

I would be grateful if you could send me a brochure on special interest golfing holidays, together with details of transport, accommodation and any special out-of-season offers.

Thank you in advance. I look forward to hearing from you in the near future.

Yours faithfully

H. McSweeney

Heather McSweeney (Mrs)

13. Read the reply and answer the question. ✉
What required information is missing?

Mrs. McSweeney
44 Cedar Avenue
London
NB 15R

6 November 1999

Dear MrsSweeney

I am delighted to enclose a Skyways Holidays Golf brochure for next season.

This brochure offers the widest selection of golf holidays available today. Choose between a holiday near to home in Portugal, Spain or Madeira or fly further afield to exotic destinations such as Caribbean, the USA, Kenya or even Thailand.

Free Skyways UK Flights to Heathrow or Gatwick are available to connect with many holidays, and you will find a host of bonus offers at selected hotels throughout the brochure. With guaranteed no surcharges, you can be sure of real value for money. I do hope that this new brochure will help you find the holiday of your choice. Our specialist Golf Reservation Team on 01293 487725 will be delighted to help you with your booking or alternatively visit your local ABTA Travel Agent or Skyways Travel Shop. If you have any specific questions, please call our Golf Advice Helpline on 0 1293 890572.

We look forward to welcoming you on a Skyways Holiday soon.

Yours sincerely

Avril Sinclair

Avril Sinclair
Golf Manager

PS Our Golf Reservation team on 01293 487725 will be happy to check availability on any holiday for you.

Speaking 1

15. Study the grid given below.

Who had the most exciting holiday? The best value for money?

| <i>Name</i> | <i>Me</i> | <i>Miriam</i> | <i>Gillian</i> |
|--------------------|----------------------|---------------------------------------|------------------------------|
| Duration | 2 weeks | 2 weeks | 3 weeks |
| Destination | N.Spain | Scotland | Cameroon |
| Type of holiday | Touring | Self-catering | Familiarization trip |
| How organized | By myself | By us | Government |
| Means of transport | Car | Car+Boat | Plane, car, limousine |
| Activities | Sightseeing & eating | Sailing, eating, sightseeing, walking | Sightseeing, cultural visits |
| Value of money | Terrible! | Great! | Excellent! |

16. Work with a partner and discuss the following questions.

- A. Where would you consider it economical/reasonable/exorbitant to go for a holiday?
- B. What kinds of tourist activities in your area are free of charge?
- C. What are the disadvantages of holidays at rock-bottom prices?
- D. Which of the holidays in the travel agent's window would appeal to you?
- E. What would you consider to be the holiday of a lifetime?

Essential words and phrases

| | |
|--------------------------------|----------------------------------|
| Applicable supplements | - дополнительные услуги |
| Caravan park | - стоянка для жилых автоприцепов |
| To embark on a second marriage | - вступить во второй брак |
| To excavate | - вести раскопки |

| | |
|-------------------------|--|
| Exorbitant | - чрезмерный, непомерный |
| Fabulously | - баснословно, невероятно |
| Four-poster bed | - кровать с пологом на четырёх ножках |
| Handicap | - мастерство |
| To handle a reservation | - сделать предварительный заказ |
| Homestay | - размещение в семье |
| A host of bonus offers | - много дополнительных скидок |
| Invariably | - неизменно |
| Of the close | - приблизительно |
| To opt | - выбирать, делать выбор |
| Out-of-season offer | - внесезонное предложение |
| Package | - турпакет |
| Self-catering | - размещение без питания в апартаментах или коттедже |
| Surcharge | - дополнительный расход, завышенная цена |
| Temple | - храм |
| Trendy | - имеющий тенденцию |
| A whim | - прихоть, каприз |

UNIT II

A CAREER IN TOURISM

Preview

1. Work with a partner. Make a list of qualities a successful employee in the tourism sector should possess. Compare your list with that of your partner. Then make a list of your goodpoints.



Vocabulary

2. Match the words given in the box with the definitions.

| | | |
|---------------|-------------------|--------------|
| <i>salary</i> | <i>commission</i> | <i>tip</i> |
| <i>bonus</i> | <i>overtime</i> | <i>perks</i> |
| <i>wages</i> | <i>fee</i> | |

- a) the extra things, such as luncheon vouchers or free medical insurance, over and above the basic pay
- b) a small sum given to reward the services of people like waiters or taxi drivers
- c) money paid every month, but referred to as annual earnings paid to professional or managerial staff
- d) money paid to a professional person, e.g. a doctor or lawyer for advice given
- e) money paid to a manual worker, usually calculated hourly and paid weekly
- f) money added to pay, usually as a reward for good work
- g) money that is paid for extra hours of work
- h) money earned as a proportion of the goods and services sold by an individual

3. Replace the dollar sign in these sentences with a word from the box.

- 1. She left school without any qualifications, then got a factory job, but the \$ weren't very good.
- 2. The basic remuneration isn't high but she earns 15% \$ on every tour she sells.
- 3. The salary is not exceptional but the \$ include the use of a car and subsidised accommodation.
- 4. The consultants charged us a \$ of 2,000 for an hour's work.
- 5. The starting \$ is 35, 000 per annum rising to 40,000 after two years.
- 6. We gave the guide a good \$ because she made the visit so interesting.
- 7. The company paid each employee a 250 Christmas \$ as profits had never been so high.
- 8. If they work on a Sunday they get \$ which is double their usual rate of pay.

Reading 1

4. Read the extract from an article about careers in tourism and answer the questions:

Why are jobs in tourism considered as hard work?

What careers are involved in the Tourist Industry?

What qualities should employees working in tourism possess?

ON A TOUR OF DUTY

By the 21st century, according to an English Tourist Board prediction, tourism will be the largest employer in the world. It is already one of Britain's largest industries, employing 1.5 million people in travel, heritage and leisure.

Although jobs in travel and tourism may appear to be full of glamour and one long holiday, the reality is that they are hard work, involving long hours and considerable stress with little pay. Nor is job security regarded as a high priority, because moving from company to company or from one sector of the industry to another is seen as a perfectly acceptable career strategy.

This immensely complex and independent industry consists of the core of tour operators (wholesalers), who design, organize and market holidays, the tour agents (retailers), who sell them to the public, the main service and product suppliers (transport, accommodation and entertainment) and a myriad of specialist organizations which support them.

All who work in the industry have a passion for travel, a sense of adventure, a liking for novelty, combined with a positive attitude to challenge.

Prospective entrants (applicants) need what are known in the trade as good interpersonal skills and a gregarious outlook; they need to be people who like people. A willingness to move around, to accept posts as they arise, is an asset, which often means that family ties must come a definite second. The apparent compensation is the possibility of creating an international family of friends and business associates all over the world who share similar interests and enthusiasms.

Language Focus

Simple/continuous verb forms

- 5. Read the extract from an interview in which a woman is talking about her career. Put the verbs in brackets into the correct tense. Then work with a partner and compare your choices.**

“I (have) three jobs in my life so far. I (start) as an Overseas Representative in Tunisia, Greece and Austria, and then I (work) as an Assistant Resort Manager for two years in Turkey. I (head) for promotion when I (decide) to leave in order to start a family. Anyway, I’m back in work and for the last six months I (work) as a Contracts Executive so I usually (spend) a lot of time with hotel managers and (negotiate) contracts for hotel rooms and services. On top of that I (select) new resorts and locations.

At the moment I’ve got a trainee with me who (do) some research into ...”

- 6. Peter is being interviewed on the radio about his career. Read and fill in the gaps.**

Interviewer: Peter (work) in various sectors of the trade now for many years. As I understand it, Peter, you (work) in Bahrain, Kuwait, and other countries in the Middle East and now you (work) in England?

Peter: Yes, that’s right.

Interviewer: Can you tell us how it all started?

Peter: Er ... when I (leave) school I joined the army and got my first posting to Bahrain.

Interviewer: So how was that connected with tourism?

Peter: While I (work) in Bahrain I was asked to set up a youth television service. So I left the army and continued to live in the Middle East. I (get) on very well in the media business but (decide) to take up a post at the Hilton Hotel in Kuwait.

Interviewer: So you had two changes of career. Why move again?

Peter: Well, it was something I (want) to do.

Interviewer: But then you returned to England and Woburn. Why was that?

Peter: I felt that the time was ripe to return home. There (come) ... a time when you feel a little homesick.

Interviewer: So what did you do at Woburn?

Peter: The job at Woburn was demanding but very enjoyable.

Interviewer: But you've moved again?

Peter: Yes, I couldn't resist the challenge to have a say in the future needs of a heritage site such as Hadrian's Wall. At present I (work) to persuade government to understand the need for the conservation of our culture, but at the same time to allow for maximum visitor satisfaction.

Speaking

Applying for jobs

7. Work in groups. Discuss these questions.

How do you find out about job vacancies?

How do you apply?

Have you ever applied for a job? What did you have to do?

8. In order to apply for a job you usually have to send a curriculum vitae (CV) – in the USA called a resume – and a covering letter. These documents are very important because they are the first impression you give.

Work in groups. Read the statements about CVs and covering letters. On the basis of your knowledge and experience decide if you agree with them.

- A curriculum vitae is more acceptable if it is hand-written.
- A covering letter should be hand-written.
- You should always include a photograph.
- The longer is CV the better.
- A CV should list experience in chronological order.

- There is no point in mentioning outside activities, hobbies, etc.
 - It's best to explain foreign qualifications and give an approximate equivalent in the country to which you are applying.
- H. Each CV should be customized for the job you are applying for.
- I. Perfect prose isn't expected, note form is perfectly acceptable.
- J. Use space constructively, don't mention failures or irrelevant experience.
- K. Don't include your previous salary or salary expectations, unless requested.
- L. You can lie on a CV, they'll never find out anyway.
- M. Any gaps in the dates should be explained.
- N. It's best not to send the CV by fax unless requested to do so.
- O. Always make a follow-up phone call a few days after sending off your CV.

Reading 2

Curriculum vitae = CVs

9. Read the article "How to Write a CV" below. Tell what recommendations the article makes about:

- 1) *personal information and experience;*
- 2) *layout, language and style.*

Which of the fifteen points (A-O) in exercise 7 are mentioned in the article.

HOW TO WRITE A CV

When applying for a job you'll be in competition with a number of other candidates. So your CV is important – interviewers will decide whether or not to see you on the strength of what you have written. Don't just think of it as a list of facts; it should sum up your personal, educational and career history, as well as being an indication of your strengths and weaknesses.

Here are a few suggestions:

Presentation

- Always type your CV. Use a good typewriter or word processor.
- If a CV is handwritten, it goes into a wastepaper basket.

- Use good quality paper. Don't give the impression this is just another photocopy.
- Never send a CV without a covering letter explaining which vacancy you're applying for. If you're writing "on spec.", send a short letter explaining what kind of post you're looking for.
- Don't fax a CV unless you're asked to. It's a confidential document.

Content

- Write a list of important headings. These should include your name, date of birth, your address (and your e-mail address, if you have one), phone number (at work and at home), your work record and so on.
- Start with your most recent job and work backwards.
- Don't leave out any vital information. If you spent a year or two travelling, say so. Years that are unaccounted for will seem suspicious.
- Don't include any negative information, such as exam failures or lost jobs. Be positive about yourself, but don't lie or you will undermine yourself from the start.
- Don't ask for your CV to be returned, many companies keep CVs on file for future reference.

10. Look at Mike Mortimer's CV and answer these questions:

What was the first post?

What is the most recent post?

What kind of experience has he had?

How has his career progressed?

In your opinion, is the CV well written? If not, what changes would you make?

CURRICULUM VITAE

| | |
|---------|------------------------|
| Name | Mike Mortimer |
| D.O.B. | 12.06.72 |
| Address | 157 rue des Laboueurs, |

Tel. No. Moissy, 77550
64886341
Marital status Single

EDUCATION

- * 09/93-02/94 Certificate of Theme Park Management
Miami University, Florida, USA
- * 05/92-02/93 Diploma in Hospitality Management: Neath
College , Wales
- * 09/90-04/92 Higher National Diploma in Tourism and
Recreation Management: Swansea Institute
of Higher Education, Wales
- * 09/88-06/90 BTEC National Diploma in Business and
Finance: Fermanagh College of Further
Education, Enniskillen, Northern Ireland
- *09/83-07/88 8 GCSEs – Grade B
T. Joseph’s School, Enniskillen,
Northern Ireland

LANGUAGES

- ENGLISH, mother tongue
- FRENCH, fluent
- SPANISH, elementary

EMPLOYMENT EXPERIENCE

BIENVENUE THEME PARK

Merville, France

12/96 - present

Attractions Lead Coordinator

- Pre-opening, supervised the personal development of staff on standards of customer care
- Compiled and arranged Safety Operating Procedures for Attractions
- Managed employees’ daily schedule and delegation of tasks
- Monitored safe operation of major attractions in the Park

- Coordinated the show quality, ensured high standards of maintenance

SUPERWORLD THEME PARK

Miami, Florida

2/95 - 12/96

Intern Supervisor

- Implemented the Intern Program
- Planned and presided over Special VIP Events
- Supervised the training of new employees on operating procedures
- Participated in leadership development and trainer classes 03/94-02/95

International cultural representative

- Greeted guests and answered questions
- Took inventory of stock, organized shop displays
- Organised international cultural exchange events

THE NEWBERN GROTTO

Newbern, Northern Ireland

06/90 - 09/90

Tourist Information Assistant/Grotto Tour Guide

- Provided tourist information for local area
- Guided international parties in one of the largest caves in Europe
- Trained new employees on all aspects of cave guiding

INTERESTS

- Folk music, judo

ADDITIONAL INFORMATION

1990-1993 Sports club treasurer

1987-1990 Youth group leader

REFEREES

Christophe Allain
23, rue de la Paix
Moissy 77550
France

Anne Jones
Director, The Newbern Grotto
14 Rodney Drive
Newbern

Follow-up

11. On the basis of information you've derived from the texts make a list of job titles in the tourism sector.

Compare your list with those of other group mates.

Essential words and phrases

| | |
|---------------------------|--|
| Acceptable | - приемлимый |
| To account for | - учитывать |
| To arise | - возникать |
| An asset | - качество |
| An associate | - коллега |
| An attendant | - обслуживающий персонал |
| Bonus | - вознаграждение, премия, бонус |
| Challenge | - трудная, интересная проблема, задача |
| To come a definite second | - определённо отойти на второй план |
| A core | - основа, ядро |
| Demanding | - актуальный, требующий больших усилий |
| An entrant | - кандидат, нанимающийся на должность |
| Fee | - плата, тариф, стоимость |
| Gregarious outlook | - общительность |
| Heritage | - традиция, наследие |
| Intern supervisor | - руководитель, отвечающий за обучение и повышение квалификации персонала |
| Interpersonal skills | - межличностное мастерство, умение общаться, обладать мастерством посредничества |
| Inventory of stock | - хранение запасов |
| Job security | - гарантия занятости у данного предприятия, обеспеченность работой |

| | |
|-----------------------|--|
| Leisure | - ОТДЫХ |
| A liking | - расположение, любовь |
| Maintenance | - техническое обслуживание, технический ремонт |
| (To) market | - рынок, торговать |
| To move around | - переезжать с места на место |
| Novelty | - новинка, новшество |
| Overtime | - сверхурочный, сверхурочно |
| Perk (perquisite) | - приработок, случайный или дополнительный доход |
| Prediction | - предсказание |
| Referee | - лицо, давшее рекомендацию |
| Remuneration | - вознаграждение, оплата |
| Retailer | - розничный торговец |
| To share | - разделять |
| Theme Park | - развлекательный парк |
| Trainee | - стажёр, практикант |
| To undermine yourself | - навредить себе |
| Willingness | - желание |
| Wholesaler | - ОПТОВИК |

UNIT III

TRENDS IN TOURISM

Preview

1. What do you think is the difference between a traveller, a visitor and a tourist? Write brief definitions of each word and discuss them with your partner.



Reading 1

2. After reading the text answer the questions and write the words that are missing from definitions (A)-(I) in the box below.

Why has the World Tourism organization adopted a set of definitions for tourism?

What kinds of travelers are not included in tourism statistics?

Into what two groups are visitors divided?

In what case does the tourist cease to be a tourist?

For what purposes can visitors travel?

DEFINITIONS IN TOURISM

We have now, in fact, adopted a set of definitions so that when various countries collect statistics on tourism they are all measuring the same thing. And so the WTO (the World Tourism Organization) now classifies all travelers under various headings. The most important of these for statistical purpose is that of visitors. But, obviously, for tourism purposes we don't count people such as temporary immigrants, border workers, nomads and other groups like diplomats, members of armed forces and people like that. And then visitors are broken down into two separate groups: tourists who are overnight visitors – that is, people who stay for at least one night in some form of accommodation in the country they are visiting and same-day visitors who do not stay the night. For example, passengers on a cruise stop over in a port or people simply have a day trip.

Tourist can stay in a country without ceasing to be a tourist and becoming a resident not more than a year. And the reason for the visit must be different from the kind of activity he or she is employed in. So the purpose of the visit has to be for leisure and recreation, for business and professional reasons, VFR. VFR means visiting friends and relatives. Or perhaps people are traveling for health reasons to a spa or somewhere like that or going on a pilgrimage to places like Mecca or Lourdes in the south of France.

The word tourism can be defined as the activities of persons traveling to and staying in places outside their normal environment not for more than one consecutive year for purposes such as leisure or business. And this definition can be further subdivided so that we can distinguish between the types of tourism. There's domestic tourism, that's where the residents of a country travel within their national borders. And then there's inbound tourism that's when people who live in another country come to visit the country where you live. And finally outbound tourism, which involves the residents of a particular country going abroad for one of the reasons mentioned above.

The World Tourism Organization's Classification of Tourism

Tourism comprises the activities of persons traveling to and (a) in places outside their (b) for not more than (c) consecutive (d) for (e), (f) and other purposes.

* (g) involves residents of a given country traveling only within their own country.

* (h) involves non-residents traveling in the given country.

* (j) involves residents of one country traveling to another country.

Vocabulary 1

3. Match the people in the box to the sentences given below.

| | | |
|---------------------|------------------|------------------|
| <i>holidaymaker</i> | <i>tripper</i> | <i>commuter</i> |
| <i>migrant</i> | <i>nomad</i> | <i>passenger</i> |
| <i>globetrotter</i> | <i>itinerant</i> | <i>hiker</i> |

- A. I travel daily on this route to work.
- B. I travel from place to place looking for grass for my cattle.
- C. I travel to a nearby attraction for a short period, usually a day, for pleasure.
- D. I travel widely around the world but not necessarily for pleasure, sometimes for my work.

- E. I am traveling in this vehicle but I am not driving it.
- F. I travel by walking across country. It is not my normal means of transport and I usually do it for pleasure.
- G. I travel from place to place because I do not have a permanent home.
- H. I am traveling for my vacation.
- I. I am traveling because I wish to make another country my home.

4. Use the definitions to complete the sentences given below.

journey - an act of traveling from one place to another, especially to a place that is far away

trip – the act of traveling to a place and coming back, especially when you only stay in the place for a short time

flight – a journey in a plane

voyage – a long journey in a boat or ship

crossing- a short journey in a boat or ship which goes from one side of a sea, lake or other area of water to the other side

drive – a journey in a car

ride – a short journey in a vehicle such as a car or on a bicycle or a horse

tour – a planned journey during which a politician, entertainer or sports team visits several different places usually within a fixed period of time

- a. If you're visiting Madrid, why not go on a day to Toledo?
- b. The was delayed because of air traffic congestion over Heathrow.
- c. The on the ferry was very rough.
- d. The train from Madras to Bangalore was uncomfortable.
- e. The Titanic sank on its maiden
- f. Why not hire a car and go for a in the country?
- g. There's a volleyball team on and they want hotel accommodation.
- h. The museum is a short bus from the tourist information office.

5. Complete the gaps using the correct forms of the verbs in brackets.

Throughout history, people (a) (travel) all over the world for a variety of purposes. However, it is only in the last fifty years that people (b) (travel) in such huge numbers for pleasure. Until this century only the very rich and leisured people in society (c) (have) the free time and the money to travel outside their own local area. For instance, it is known that wealthy Romans (d) (go) to seaside resorts in Greece and Egypt. In the seventeenth century the sons of the British aristocracy (e) (travel) throughout Europe to improve their knowledge. With the railways and the industrial revolution in Britain working-class people (f) (begin) to travel. By the 1870s a typical family holiday (g) (be) a day's trip to the seaside. A century later, during 1970s, the advent of the cheap package holiday (h) (result) in many people being able to enjoy the sun, beaches and food of Spain. Growing affluence, faster planes and improved facilities (i) (mean) that more and more people travel abroad every year and now people (j) (begin) to want to travel afield.

Reading 2

6. Read the article about the way tourist destinations have developed over the last three decades and answer these questions.

- a. How much did two weeks in Majorca cost in 1963?
- b. How much did it cost to go to Australia?
- c. What were package holidays like at that time?
- d. Why did package holidays have to last a long time?

- e. According to the article, which long-haul destinations have opened up since the 60s?
- f. How has Australia become a tourist destination?
- g. In what way has technology affected tourism?
- h. How has politics affected tourism?

SUMMER HOLIDAYS

In 1963 the few package holidays available were to places such as the Costa Brava, Palma, Austria or Italy. Holidaymakers flew in a piston-engined airplane such as the Lockheed Constellation and paid about forty guineas for 15 days in Majorca.

At that time package holidays were rarely shorter than two weeks. This was because the government wouldn't allow tour operators using charter flights to sell a holiday for less than the price of a return ticket on a scheduled airline to the same place. As a result, the number of people able to afford a holiday abroad was limited.

The expansion of popular travel has been explosive. Around 250,000 people took a package holiday in 1963, in 1992 the figure was 11 million. Increased prosperity, of course, has made it possible but the biggest influences have been politics and technology. Take Australia. In 1963 you would have spent your life savings getting there. Now you can go to Sydney on a two-week package and stay at a four-star hotel for a fraction of that price.

It was a mixture of politics and technology that brought the Great Barrier Reef and Sydney harbor within reach. For years the national airlines had opposed any competition from charters but, as the Australian economy declined and with the success of the bicentenary celebrations, revenue from tourism seemed more and more attractive. So the politicians changed their mind and charters started up in 1988.

The new technology was in the aircraft itself, the Boeing 767 two-engined jet with the range and economy to bring a whole catalogue of long-haul destinations into the package holiday domain. Thailand, India, Mexico, East

Africa, the States and the Caribbean all have their place in the mass market brochures thanks to the new aircraft.

Politics with an even bigger “P” have opened up parts of the world that the most adventurous would have been reluctant to visit thirty years ago, even if they had been allowed in. Now several international lines fly to Ho Chi Minh City, formerly Saigon, and the tourist can scramble through the Vietcong’s secret network of tunnels, which have been specially widened for broad-bottomed westerners. China now welcomes tourists who throng the Forbidden City, cruise up the Yangtze, and marvel at the Teracotta Warriors at Xian.

As for Eastern Europe, the Russians want tourists more than there are tourists to go there, and in the Czech state visitors stroll through the fairy-tale streets of Prague in their millions. In these cities a complete legacy of architecture has been handed down intact. St. Petersburg would still be recognizable to Peter the Great. Prague is still much as Mozart knew it. Whatever else the communists did, their neglect of ancient buildings has proved to be an unexpected boon and has preserved the beauty of entire city centres.

7. Work in groups and discuss these questions.

- A. What was your local area like fifty years ago?
- B. Was it attractive to tourists?
- C. What changes have there been made since then?
- D. How have these changes affected tourism?

Essential words and phrases

| | |
|-----------------------|-------------------------------|
| Advent | - приход, наступление |
| Afield | - вдали, далеко от дома |
| Affluent | - богатый |
| Bicentenary | - двухсотлетие |
| Boon | - благо, благодеяние, милость |
| To bring within reach | - сделать доступным |
| To cease | - прекращать |

| | |
|-------------------------|--|
| A commuter | - человек, совершающий ежедневные поездки |
| Congestion | - скопление, теснота, перенаселённость, затор, теснота |
| A consecutive year | - последовательный год |
| To decline | - приходить в упадок |
| To distinguish | - отличаться, различать |
| A domain | - сфера, область |
| Entire | - весь, целый |
| A globetrotter | - много путешествующий человек |
| A hiker | - человек, совершающий пешеходные экскурсии |
| A holidaymaker | - отпускник |
| Inbound tourism | - въездной туризм |
| Itinerant | - странствующий |
| Intact | - нетронутый, неповреждённый |
| Legacy | - наследство |
| A long-haul destination | - дальнее место назначения |
| A maiden voyage | - первое путешествие |
| To marvel | - изумляться, удивляться |
| Neglect | - пренебрежение |
| A nomad | - кочевник |
| To oppose | - противостоять, сопротивляться |
| An overnight visitor | - путешественник, остающийся с ночёвкой |
| Outbound tourism | - выездной туризм |
| Pilgrimage | - паломничество |
| A return ticket | - билет в оба конца |
| A same-day visitor | - турист однодневник |
| To scramble | - ползти, карабкаться |
| A spa | - курорт с минеральными водами |
| To stroll | - прогуливаться |
| Temporary | - временный |
| To throng | - толпиться |

- A tripper - путешественник на короткий период времени
- A two-engined jet - двухтурбинный реактивный самолёт

UNIT IV

TRAVEL AGENTS

Preview

 Telephone skills



1. Discuss with your partner.

The impression you would like clients to have of you.

The impression they should receive of your firm.

How you can give this impression over the telephone.

2. Here are a number of expressions that you may find useful when making a phone call.

May I speak to/with

I'm returning your call.

Sorry, could you repeat that?

I'll just put you on hold.

I'm afraid she's not answering her phone.

I'm sorry there's no reply.

Can I take a message?

Shall I get him/her to call you back?

Mrs. X will get back to you.

Hold on a moment, please.

I'm afraid he/she's not in at the moment.

I'm sorry, you've got the wrong number.

Sorry to keep you waiting.

Vocabulary 1

3. *The verbs given below are often used when making telephone calls.*

Use them to fill in the gaps.

| | | |
|------------------------------|--------------------|----------------------------|
| <i>hold on</i> | <i>hang up</i> | <i>put someone through</i> |
| <i>cut off</i> | <i>get through</i> | <i>ring up</i> |
| <i>get back (to someone)</i> | | |

- a. Sorry, I don't know what happened. We got
- b. I'll you to her extension.
- c. The line is constantly busy – I never seem to be able to
- d. Could you a minute and I'll see if she's in her office.
- e. Would you Sky Air and ask if they have any seats on this Saturday's flight to Delhi?
- f. I'll make some enquiries and to you by eleven.
- g. Don't ... yet, the call may be diverted to another number.

4. *What would you say in this situation:*

- a. Someone phones but the call is for a colleague who works on the second floor.
- b. The line went dead. The person you were speaking to rings back.
- c. You're on the phone but need to get a file from the office next door.
- d. You're on the phone but haven't got all the information to hand. You need about an hour to get it all together.
- e. The number is constantly engaged.
- f. You want someone else to call Global Tours for you.

Speaking 1

5. *Work with a partner. Students A and B look at the text below.*

Student A

1. You work on the switchboard of Skyways Holidays. Take the telephone call. No one is available in the sales department at present. Offer to take the name and telephone number so that the caller can be contacted.

2. You work in the sales department of Skyways Holidays. Return Ms Penelope McBain's call. Find out what she requires and take down the relevant details.

Student B

1. Your name is Penelope McBain. Telephone Skyways Holidays for information about holidays to Puffin Island. Ask to speak to the sales department. If no one is available, leave a contact number.

2. You will receive a telephone call from Skyways Holidays. You require brochures and prices on holidays to Puffin Island. Your address is 6, Leybourne Crescent, Bristol, Avon.

Language Focus

Asking questions

6. The following questions have been jumbled. Put them in the right order. For example: spell you could me for Linares?

Could you spell Linares for me?

- A) details if the you I mind do check?
- B) sharing mind twin you a would bedroom?
- C) me you is can what tell fax your number?
- D) for I necessary shall the make arrangements you?
- E) you in mind filling would this form me for?
- F) want many you how could you me tell to with go people?
- G) you like would to me hold put you on?
- H) you won't sharing be twin a bedded room you will? (2 answers)
- I) requirements your entry draw the I may attention to?
- J) again on they are aren't strike the traffic controllers air?

7. Question tags. In this exercise the travel consultant is checking some information, but she makes a lot of mistakes. Write the questions she asks. The first one has been done for you as an example.

T.C. *Your name is Mr. Brown, isn't it?*

C. *No, it's Mr. Huw Brown.*

- T.C. (English?)
 C. No, I'm Welsh.
 T.C. So, (Welsh passport?)
 C. No, I've got a British passport.
 T.C. And your address (44 Stoneybrook Drive Cardiff?)
 C. No, not exactly. It's 4444 Sunny Brook Drive, Cardiff.
 T.C. And (a twin room with bath?)
 C. No, we would like a double room with a shower.
 T.C. (for three nights?)
 C. No, we'll be staying for four nights.

8. Rewrite these sentences in the correct order.

- A. you me is where can tell the station?

- B. to Florida you do any know are there cheap if flights?

- C. please this form you in fill could?

- D. ask mind do some you if I you questions?

- E. a clerk you would mind is free until waiting?

- F. you me the brochures are show where winter-sun can?

- G. when leaves the train next to know would I like?

- H. tell me you spend to could much how you wish?

9. Complete this conversation between a client and a travel consultant.

C: I'd like to spend a few days in Rome.

TC: Can you when ?

C: Next month, sometime after the 15th.

TC: Fine. And could how long ?

C: It depends on the price but preferably for four nights.

TC: Well, we have some very good offers at the moment. Will alone?

C: No, with my partner.

TC: Well, if you take this three-night package to the Flora Hotel it's only £ 345 per person, for two people sharing a double room with shower. Let the brochure.

Reading 1

10. Read the extract from the training session talk on selling techniques and answer these questions.

- a. What are four stages in a sales conversation?
- b. What is the difference between open and closed questions?
- c. In what way are human needs catered for with?
- d. What priorities are established after discovering the client's needs?
- e. What should you remember when presenting the product?
- f. What is the best way to match the client's needs with the holiday on offer?
- g. How can you make the product sound attractive and appealing?
- h. When should you stop selling?

SELLING TECHNIQUES

The sales conversation is different from an ordinary conversation because it has an objective, which is to sell the product. There are four stages or elements in a sales conversation which are rapport, questioning, presentation and commitment.

Rapport is the relationship which is built up between the sales assistant and the client. It needs to be established before questioning take place.

We question the client in order to find the type of holiday he or she requires. There are two types of questions which are open and closed questions. An open question begins with a W word. With these kinds of questions you can

learn what the material and human needs of your clients are. You will discover the material needs by asking questions such as “who will be travelling? When do you want to travel?” Human needs are catered for with “what” questions such as “What are your interests?”

When you have discovered your client’s needs you must then establish his or her priorities; these fall into four main bands. The first is people and deals with their special needs, the second is the place or destination. Thirdly there’s the question of price and fourthly is the period or dates when they can travel.

Before beginning the presentation stage you should always check the information and summarize the facts. Then present the holiday you wish to sell. Remember that when presenting the product, the particular holiday, that the client is not buying the holiday but what it can do for them. For instance, the client who buys a two-week holiday in a hotel in Ibiza is not buying the hotel bedroom so they can admire the wallpaper but because it is near the beach, it has the facilities they need to help them relax for two weeks.

So match the client’s needs with the holiday on offer and concentrate on the features, the facilities which the client requires. You may choose to show the client a hotel which has a whole host of facilities but do not draw their attention to all of them. It will only confuse, instead, concentrate on those that will appeal to the client, those that you know they want or would like. In order to make the product sound attractive and appealing, ideally suited to their needs, be selective. If you include all information they may feel that this holiday is not suitable for them after all. So present the features in the brochure as benefits. A feature of a hotel is that it is only 200 metres from the beach. While a benefit to the client is the fact that they can get to the beach easily as it is only 200 metres away. By personalising the product in this way you create a desire in the client to buy the product. It is not sufficient just to read out the facilities that a client requires out of the brochure. However, it should be referred to. But do not read it out to the client, rather talk about the benefits to them as you point to photos of the hotel, the price charts, the temperature grids. Use it as an aid.

Then once the client shows signs of commitment, of desiring to buy, you should stop selling and close the sale. Remember that once the client agrees to the sale they are showing commitment.

11. Give the summary of the main selling techniques.

Reading 2

12. Read the extract from a travel agency training manual. Then copy and complete the flow chart.

BOOKING PROCEDURE

Once the client has signed the booking form, you must collect the appropriate deposit payment. If the client pays in cash or by check, you should issue a receipt according to office procedure and then forward this payment to the tour operator concerned.

However, if the client pays with a credit card, you should make sure he or she has completed and signed the credit card section on the booking form. You may find also that from time to time the operator may want the client to sign a Standard Sales Voucher instead.

Of course, it is important for the client to take out insurance. If the tour operator's insurance is chosen, make sure the booking form is correctly completed and then add the premium to the deposit.

Should the client decide on an alternative insurance policy or perhaps to insurance at all (not to be advised), make sure this is properly noted on the booking form. Remember if you sell our own group's travel insurance, you can earn up to 45 per cent commission.

Once the booking form has been signed, it should be sent to the tour operator immediately. If the option expiry date is coming up soon, it is best to telephone and make arrangements to extend the option so as to avoid any risk of the booking arriving too late. When the tour operator receives the booking form, all the details such as flight reservations or hotel rooms will be confirmed.

It is a good idea to note the date by which you should get the confirmation or the invoice back – usually two to three weeks after the booking. It is also a good idea to make a note of the date by which the client must make full payment (usually about six to ten weeks before departure). When confirmation is received you should check the details to make sure they are the same as those in your file and on the photocopy of the booking form. Finally, the confirmation should be sent to your client, highlighting the latest date for payment.

| | |
|---|--|
| 1. Ask the client to sign the | |
| 2. Collect the | |
| 2a. If the client pays in cash or by check, you i. j. | 2b. If the client pays by credit card he/she should |
| 3. Deal with insurance | |
| 3a. If the TO's insurance is chosen | 3b. If the client takes out his/her own insurance |
| 4. Send off booking form to TO for confirmation | |
| 4a. If the expiry date is imminent then, | 4b. Make a note of the date when you should receive..... |
| 5. Make a note of when the client should | |
| 6. When confirmation is received a. b. | |

Speaking 2

13. *Making a holiday booking by telephone.*

Work with partner. Take turns to make and take a telephone booking for a holiday. Before you begin, list the sort of information you will need in order to fill in a holiday booking form. Student A and B look at the information below.

Student A

You want to go on holiday to Antalia in Turkey. Ring up to make a booking and check the details.

Student B

You will receive a phone call from a client interested in a tour of Antalia in Turkey. Reply to his/her enquiries.

Language Focus 2

14. *Choose the proper form of the gerund and translate the sentences.*

1. *On receiving/having received* the booking form the tour operator confirmed all the details.
2. I am not against of *having interviewed/being interviewed* immediately.
3. Their efforts resulted in all travel products *having been sold/having sold* for a short period of time.
4. Don't miss the opportunity of *being enjoyed/enjoying* this wonderful destination.
5. The company can only expand by *being sold/selling* tours abroad.
6. Sales will increase by a good advertising campaign *having been carried out/being carried out*.
7. We object to this destination *promoting/being promoted*.
8. This tour is worth *being participated/ participating*.
9. We are interested in self-catering arrangement *being marketed/marketing*.
10. We insist on refund for the bad service *providing/being provided*.
11. We can't afford packages *being marketed/having been marketed* on reduced price.

Essential words and phrases

| | | |
|-----------------------|---|---|
| Aid | - | помощь |
| To appeal | - | привлекать, интересоваться |
| Appropriate | - | соответствующий, подходящий |
| Band | - | группа |
| Benefit | - | выгода, преимущество |
| Booking | - | бронирование |
| To cater for with | - | обслуживать, поставлять, выяснять |
| To collect deposit | - | брать задаток |
| Commitment | - | обязательство покупателя, приверженность, поддержка |
| Concerned | - | имеющий отношение, связанный, |
| To confuse | - | запутать |
| Expiry date | - | конечный срок действия |
| Facilities | - | средства обслуживания, удобства |
| To forward | - | отправлять, переслать |
| To highlight | - | выделить |
| To issue a receipt | - | выдать расписку, квитанцию |
| To match | - | подбирать, соотносить |
| Option | - | сделка, выбор |
| To personalize | - | придать индивидуальность |
| Premium | - | страховой взнос |
| Price chart | - | карта цен |
| Rapport | - | связь, отношение, взаимопонимание, согласие |
| Rather | - | предпочтительно, лучше |
| Selective | - | избирательный |
| Sign | - | признак |
| Sound | - | хороший, доброкачественный |
| Sufficient | - | достаточный |
| To take out insurance | - | получить страховку |
| Voucher | - | ваучер, расписка, оправдательный документ |

UNIT V
TOUR OPERATORS

Preview

1. Work in groups and discuss these questions.

- A. What do you think a local tour operator wants from a hotelier?
- B. What do you think a local hotelier wants from a foreign tour operator?
- C. Who is in a better position to negotiate?
- D. What problems do you think there might be?



Reading 1

2. Before you read the article below, check you know the words in the box. Use a dictionary if necessary.

| | | |
|-------------------|-----------------|------------------------|
| <i>Crucial</i> | <i>To brief</i> | <i>Room allocation</i> |
| <i>To tempt</i> | <i>To bluff</i> | <i>To barter</i> |
| <i>Inevitable</i> | <i>A hike</i> | <i>An upgrade</i> |

3. Read “Hotel Contracting” and answer these questions.

- a. Why is hotel contracting one of the most demanding works?
- b. What does tour operations manager's job involve?
- c. What practices are used by tour operators to get a better deal from hoteliers?

HOTEL CONTRACTING

Hotel contracting is one of the most crucial activities of any holiday company's business. It is one of the most demanding with an endless round of

resorts and hotels and the inevitable negotiations of next season's rates. As one tour operations general manager said: "We need hotelers as much as they need us. But they play games; there's a lot of bluffing going on".

Tour operator's work involves a wide range of activities: touring hotels and self-catering properties, viewing bedrooms and visiting handling agents. This is in addition to briefing couriers, inspecting hotel noticeboards to make sure material is well displayed, visiting tourist offices for each destination and dealing with airlines that serve the resorts.


There are all sorts of politics in any holiday company's business. It is the question of attitude as well because some hoteliers like bigger operators while others do not. Some hoteliers may agree to contribution for advertising others may refuse from their 20 per cent hike in rates.

However, bartering for room rates is only one aspect of tour operations manager's work. Others cover increases in room allocations, upgrades, added extras such as wine, fruit or flowers, afternoon tea, improved child reductions, long-stay deals and contributions towards advertising, which are all used to improve the overall deal.

Another way of getting a better deal from hoteliers is to introduce a new section to the brochure which promotes a top hotel in each resort, and use it as a bargaining tool or give out awards to tempt them to give better discounts.

4. Tell your partner about tour operations manager's job. Make notes before you begin.

Speechwork

5. Read the phone conversation that took place the following day between Maria and Simon, the Assistant Managing Director. Practise the dialogue with a partner. 

Simon: Hello, Maria. I am sorry I could not make the meeting. I should have been there but my plane was delayed and you know what it is like

getting back from the airport. There are never any taxes when you need them. Anyway, what was it like?

Maria: Well, my secretary has typed up the minutes and you should have got a copy on your desk. Can you see it?

Simon: No.

Maria: She must have forgotten then. Anyway, I will fill you in with what we discussed. Um, you know, don't you, that I have negotiated a site at Guardalavaca. Well, we have now been able to squeeze some very competitive rates from the hoteliers.

Simon: Good! And did you discuss how much we are charging the punters?

Maria: £550 for two weeks.

Simon: You cannot go as low as that!

Maria: We can! I mean we have to otherwise the competition will take away our custom. It is very tight but we have no alternative!

Simon: I see what you mean but I think we had better think again. I wish I had been there because I really do not agree that the price is right.

Reading 2

6. Before you read the text, check you know these words in the box. Use a dictionary if necessary.

| | | |
|----------------------------|----------------------------|-------------------------|
| <i>Ailing</i> | <i>Outstanding</i> | <i>To hold down</i> |
| <i>To cover overheads</i> | <i>To be out of pocket</i> | <i>To settle up</i> |
| <i>Sluggish (business)</i> | <i>To go bust</i> | <i>A sharp practice</i> |

7. Read “When Holidaymakers Get a Cool Reception” and answer these questions.

- A. How can hoteliers lose their fortune?
- B. How do tour operators attempt to persuade hoteliers to take less money?
- C. How did a hotelier in Spain react?

WHEN HOLIDAYMAKERS GET A COOL RECEPTION

Many hotel owners and local agents feel badly treated by British tour operators. Some of them have lost a small fortune when unsecured trade creditors have gone bust. They feel especially bitter when an ailing competitor is taken over: the new owners may continue to do business under the same brand name, and yet are under no legal obligation to settle any outstanding debts. As a result, hoteliers may be out of pocket when a tour operator ceases trading, even though the same company, now under new ownership, is sending its customers to the same destination.

So it comes as no surprise, if hoteliers accuse tour operators of sharp practice. For example, allegations have been made that tour operators use their position to force down the rates for which hotel rooms were originally contracted. Sales may be booming but the tour operators will tell the hotelier that the business is sluggish and that the rooms can only be filled if they discount their prices.

Another tactic is to claim that competitors are holding down their prices and that the only way to remain in business is to do likewise. The hotelier can do nothing to prove the contrary. Hoteliers also suffer from cash flow problems through delays in payment. Although most settle up within a couple of months, some operators have been known to request a fresh allocation of bed-nights when they still have no paid for the previous season.

So if you're going on a package don't be surprised if the welcome you receive is less than enthusiastic – the chances are that the room was contracted at a rate that will barely cover overheads. But you would still be in a better position compared to some unfortunate holidaymakers in Spain last year. One British operator had forced a reluctant hotelier to accept a greatly reduced rate with the result that when the tourists arrived their rooms had been re-allocated to a foreign operator offering a better deal.

8. Choose the phrase which best completes each statement on the basis of information from the text.

A. *Most tour operators settle up ...*

- (1) within a couple of years.
- (2) during a year.
- (3) within two months.
- (4) in two weeks.

B. *Some tour operators force hoteliers..*

- (1) to re-allocate the rooms.
- (2) to accept a reduce rate.
- (3) to offer a better deal.
- (4) to contract rooms at a rate much higher than overheads.

C. *Tour operators sometimes claim that the only way to remain in business is...*

- (1) not to prove the contrary.
- (2) to request a fresh allocation.
- (3) to cover overheads.
- (4) to hold down their prices.

D. *Hoteliers may be out of pocket if...*

- (1) their tour operator is taken over by a new owner.
- (2) tour operators use their position to raise the rates.
- (3) their tour operators settle outstanding debts.
- (4) Sales are blooming.

9. Tell your partner about how hoteliers work with tour operators. Make notes before you begin.

Language Focus

The passive

10. Read these groups of sentences and decide which are in the active and which are in the passive.

- a) We've been approached by Sky Air.
- b) Sky Air has approached us.

- c) The brochures should be sent to the travel agents in October.
- d) They should send the brochures to the travel agents in October.
- e) All expenses must be authorised in advance.
- f) You must get authorisation for all expenses in advance.
- g) The managing director was given the information.
- h) The information was given to the managing director.
- i) He gave the managing director the information.
- j) It was stipulated that the agreement would allow for increases in the cost of aviation fuel.
- k) Sky Air stipulated that the agreement would allow for increases in the cost of aviation fuel.
- l) She was paid \$2,000.
- m) The tour operators paid her \$2,000.

11. Rewrite the following statements using the passive.

- a) They will escort you to your hotels.
- b) They spend three days a week meeting arrivals.
- c) The hoteliers created overbooking problems.
- d) The fall in the value of peseta shouldn't affect the number of holidays sold.
- e) They didn't offer us a welcome drink.
- f) The police arrest all lager louts.

12. Rewrite these sentences, beginning with the words in italics.

- a. Air traffic control delayed BA 456's landing.

The landing of

- b. All hotels are inspected weekly.

The reps

- c. Pub crawls have been banned.

The local council

- d. Coaches take the tourists to their hotels.

Tourists

- e. 9.5 million holidays were sold last year.

Tour operators

Speaking 1

Putting together a package

13. Work in groups. Look at the following steps in planning a new tour programme, and put them in a logical order. Add any stages which you feel are missing.

- Resort representatives are recruited and trained.
- Exchange rates and a selling price are fixed.
- The final destination is chosen.
- Economic factors are investigated; patterns of demand are identified.
- The brochure is designed.
- Bulk hotel accommodation and airline seat rates are negotiated.
- The brochure is printed.
- The first holiday makers arrive.
- New potential sites are compared.
- A final costing is drawn up.

Are there any stages that could be done at the same time? How long do you think the whole process takes? What else do you have to do? Report on opening a new tour programme.

Essential words and phrases

| | | |
|-----------------------|---|---------------------------------|
| Added extras | - | дополнительные услуги |
| Ailing company | - | компания, пришедшая в упадок |
| Alligation | - | заявление, утверждение |
| Allocation | - | квота мест |
| Bulk hotel allocation | - | квота мест в большом количестве |
| Award | - | премия, награда |
| To ban | - | запрещать |
| Barely | - | едва |
| To barter | - | менять, обменивать |
| To bluff | - | обманывать |

| | |
|----------------------|---|
| To boom | - расширяться, расти, процветать |
| To brief | - кратко инструктировать |
| Child reduction | - скидка на ребёнка |
| Contribution | - вклад, доля |
| A courier | - агент, обслуживающий путешественников |
| Crucial | - решающий, критический |
| To deal with | - вести дела, общаться |
| Destination | - направление |
| To force down | - сбить, снизить (цену, тариф) |
| To go bust | - остаться без копейки, обанкротиться |
| A handling agent | - агент по обслуживанию |
| A hike | - резкое повышение |
| A hotelier | - хотелер, хозяин или менеджер отеля |
| Inevitable | - неизбежный |
| A long-stay deal | - сделки, связанные с длительным пребыванием |
| A noticeboard | - доска объявлений |
| Overheads | - накладные расходы |
| Outstanding | - неоплаченный, невыполненный |
| To be out of pocket | - быть в убытке, прогадать |
| A punter | - понтер, профессиональный игрок на бирже |
| A rate | - тариф, стоимость |
| Rep = representative | - представитель |
| To settle up | - оплачивать (долги) |
| A sharp practice | - мошенничество, надувательство |
| A site | - место, месторасположение |
| Sluggish | - застойный |
| To squeeze | - вынудить, сбить цену, вынудить пойти на что-либо |
| To stipulate | - оговаривать, обуславливать, ставить условием |
| To take over | - поглощать, переходить к другому владельцу |

| | |
|-----------------------------|--|
| To tempt | - склонять, уговаривать, подбивать |
| An upgrade | - повышение качества |
| An unsecured trade creditor | - торговый кредитор с обычным правом (не получивший обеспечения) |

UNIT VI

PROMOTING A DESTINATION

Preview

1. Discuss these questions:

- Why do people come to your country?
- What do they do when they are there?
- Is it the perfect place to come to or are there some disadvantages?
- Why do you think people want to visit England?
- What do you think are the negative features of Britain?



2. The table lists some of the positive and negative features of Britain as a tourist destination. Does it correspond to what you think Britain is like? Is there anything you would like to add to the table or take away?

| Product strengths | Product weaknesses |
|--|--|
| * Friendly people | * Lack of foreign language skills especially good-quality, on-site interpretation in other languages |
| * Historic cities/pleasant countryside * Attractive coastline * Good shopping facilities | * Litter and pollution, particularly in London and on some polluted beaches |

| Product strengths | Product weaknesses |
|--|---|
| <ul style="list-style-type: none"> * Many types of accommodation * Good network of Tourist Information Centres | <ul style="list-style-type: none"> * Limited supply of modern budget accommodation in urban areas and on transit routes * Limited booking services for some type of accommodation (e.g. self-catering and farmhouses) |
| <ul style="list-style-type: none"> * Channel Tunnel * Toll-free motorways * Widespread availability of lead-free petrol | <ul style="list-style-type: none"> * Insufficient investment in connecting road/rail transport links * High rail/tube fares * Perceived difficulty of driving on the left |
| <ul style="list-style-type: none"> * Wide variety of good cuisine | <ul style="list-style-type: none"> * Perceived high costs * Perceived low quality by some visitors |
| <ul style="list-style-type: none"> * Good choice of language schools | <ul style="list-style-type: none"> * Variable standards |
| <ul style="list-style-type: none"> * High standard of health and hygiene * Free press/media * Politically stable | <ul style="list-style-type: none"> * Poverty and violence in a number of inner cities |
| <ul style="list-style-type: none"> * Attraction of the Royal family/historical traditions/ceremonies | |

Vocabulary 1

3. Could you match the definitions and the words they define?

| | |
|---|-------------|
| A. A book containing pictures and information about goods that you can buy | 1. poster |
| B. A small sheet of paper containing promotional advertising which is given to people in the street or put through their letter boxes | 2. brochure |
| C. A large sheet of paper containing an advertisement or notice usually displayed in a shop window or on a wall | 3. leaflet |

| | |
|--|--------------|
| D. A booklet containing information and promotional material often about holidays | 4. flyer |
| E. A piece of paper that has been folded and has promotional material on all sides | 5. catalogue |

Vocabulary 2

Advertising and publicity

4. Use the words and expressions in the box for making three columns under the headings advertising, public relations and promotions.

| | | | |
|---|-----------------------|---------------------|--------------------|
| <i>stickers</i> | <i>brochures</i> | <i>leaflets</i> | <i>commercials</i> |
| <i>lobbying</i> | <i>trade fairs</i> | <i>competitions</i> | <i>exhibitions</i> |
| <i>receptions</i> | <i>sponsorship</i> | <i>billboards</i> | <i>publicity</i> |
| <i>special offers</i> | <i>press releases</i> | <i>discounts</i> | <i>posters</i> |
| <i>promotional videos talks and presentations</i> | | | |

| Advertising | Public relations | Promotions |
|--------------------|-------------------------|-------------------|
| | | |
| | | |

5. Work with a partner and compare your columns. Then discuss which strategies are the most and least effective and under what circumstances.

Vocabulary 3

6. The brochure is probably one of the most important documents used in the promotion of a destination. Brochures use very descriptive language to make holiday destinations sound attractive. Read this description of Salou in Spain and pay particular attention to the highlighted words.

Salou has **all** the ingredients for a **perfect** seaside holiday. Its **major** attraction is a **long, wide** beach of **soft, gently-shelving** sands, backed by a **fine, tree-lined** promenade. East of the beach you will find **uncrowded** streets alongside a **picturesque** coastline with **pretty** wooded areas and several smaller bays.

West of Salou is the **attractive** fishing village of Cambrils. With its **marvelous** beach, **idyllic** harbour and many **magnificent** seafood restaurants it is a resort in its own right. But wherever you stay in the Salou area you'll have access to a **whole host of** pleasures: **superb** bathing, **every kind of** watersport and, by night, **plenty of** excitement in **countless** bars and discos. Another **impressive** attraction is the **truly amazing** Aquapark at La Pineda, a **short** bus ride from Salou itself.

Reading 1

7. Read the text and answer these questions.

Why is Acapulco a very suitable resort for entire families?

What is Acapulco famous for?

What kind of merchandise is mostly done by tourists in Acapulco?

ACAPULCO

Acapulco is the largest and most exciting diversion centre in Mexico. Impressive hotel complexes, exotic night clubs and restaurants of international caliber co-exist with the beauty of the tranquil beaches with tropical vegetation surrounding one of the most beautiful bays of the Pacific. Connected by 326 kilometers of highway, it is the closest beach to Mexico city.

Acapulco is famous for its mild climate and for the quality of its tourists services. Here you will find a wide range of activities for the entire family. All the watersports are available in Acapulco: surfing, snorkeling, scuba diving, water skiing, riding water-bikes and parachute gliding. The beaches, streets, hotels, amusements parks, night clubs and restaurants are just some of the places where you can pleasantly enjoy yourself in a safe and fun-filled environment.

One of the greatest attractions is La Quebrada, where divers throw themselves into the ocean from a height of 46 metres. The CICI, one of the largest waterparks in Mexico, is an experience you should not miss, due to its impressive water slide and its enormous pool with giant waves. The Fort of San Diego, the Aquarium and the Zoo are also worth seeing.

Acapulco provides nightlife just like in the movies. The discotheques, clubs and bars open their doors to both young and old alike.

Acapulco is a shopper's delight. What to buy? Acapulco is recognized as the leader in high quality summer clothing. You can also acquire silver, handcraft jewelry, leather accessories, shoes, and charming shell ashtrays.

Don't miss the opportunity to enjoy a magical destination, which capture you with its spell.

8. Fill in the gaps with the appropriate words from the text above.

1. Antalya is one of the largest and most exciting ... centres in Turkey.
2. The Dominican Republic is ... for its ... climate and for the quality of its tourists services.
3. The Kremlin is ... seeing.
4. One of the greatest ... in China is The Great Wall.
5. Don't ... the opportunity to visit Madame Tussaud's.
6. What watersports are ... in the Dominican Republic?

9. Can you match the words with the similar meaning?

| | |
|-------------|------------|
| environment | because of |
| diversion | to buy |
| spell | artisan |
| due to | to catch |
| to acquire | recreation |
| handcraft | atmosphere |
| enormous | charm |
| to capture | large |

Language Focus 1

10. Choose the appropriate verb form.

1. Could you ring the airport and ask what time the first flight to Brussels (*shall leave/leaves*)?
2. We'd better hurry up – it looks as if it (*is going to rain/ will be raining*).
3. The Antarctic (*will certainly become/will certainly be becoming*) an important tourist destination.
4. You haven't got a car. (*I'll give/I'm giving*) you a lift if you like.
5. It's not surprising he (*won't do/is not to do*) any work for you – you don't pay him!
6. I (*won't have/am not having*) time to see you – (*I'll have finished/I'll be finishing*) the report on Wednesday afternoon.
7. Ricardo says he (*doesn't attend/won't be attending*) the meeting – he thinks it (*will be/is to be*) a waste of time.
8. The Prince of Wales (*is to open/will have been opening*) the new theme park on April 1st.
9. We (*will have/are having*) an office party on Friday after work for Justyna.
10. She (*will work/will have been working*) for us for twenty years.
11. I'm fed up with working here. I (*am going to try/will try*) to get a better job somewhere else.

11. Referring to the future.

Complete this conversation between Dominic and Lesley, two travel consultants, who are talking about Lesley's plans for Christmas. It is 15th December.

Dominic: What ... you ... (do) for Christmas?

Lesley: I'm really lucky. I've been chosen to go on a trip to Jamaica!

Dominic: Lucky you! How long ... you ... (be) away?

Lesley: Ten days in all. I ... (leave) on 19th December and (arrive) home in time for the New Year.

Dominic: What kind of things ... you ... (do) while you are there?

Lesley: I ... (tour) the island. I ... (stay) in three resorts: Montego Bay, Ocho Rios and Port Antonio.

Dominic: Has your itinerary been planned for you or ... you ... (be able) to decide what you ... (do) when you ... (get) there?

Lesley: A bit of both, I suppose. My plane ... (leave) from Heathrow on 19th December for Montego Bay where I ... (stay) in the Richmond Hill Hotel! While I ... (be) there I ... (have to) complete the questionnaire on what there is to do in the resort, quality of services, the cost of snacks and drinks for the agency. But I ... definitely ... (go) to Chukka Cove while I ... (be) there to see the polo.

Dominic: ... you ... (be) in time to watch the Jam-Am yacht race?

Lesley: No, unfortunately it ... (finish) before I ... (arrive).

Dominic: That's a shame. But I wish I ... (go).

Reading 2

Brochure language

13. Read this advertisement for Dublin, the capital of Ireland and answer these questions.

- A. What allowed Dublin to keep its unique village atmosphere?
- B. What provides elegant backdrop to the busy and lively streets?
- C. Why was Dublin designated European City of Culture?
- D. What kind of dilemma is the visitor of Dublin faced with in the evening?

DUBLIN

Tucked away to the west of mainland Europe, Dublin is probably one of the world's best kept secrets. Being less easily accessible than other capital cities in Europe has proved to be a real advantage, as it has allowed Dublin to keep its unique village atmosphere. Dublin is a city of contrasts and contradictions.

Medieval and Georgian architecture provide an elegant backdrop to the busy and lively streets filled with entertainers of all kinds. The aroma of fresh coffee mixes with the distinct smell of hops from the nearby Guinness brewery,

drawing visitors indoors. Street-side cafes and pubs are always buzzing with lively conversations and visitors may soon find themselves involved in topics as diverse as sport, politics and literature, or the old favourite – the weather.

In 1988 Dublin celebrated its 1,000th birthday and was designated European City of Culture in 1991. Many visitor attractions throughout the city show its fascinating history. There are a variety of museums, art galleries and visitor attractions for every taste and age group. Take a walk along one of the many Heritage trails or follow the City's Rock in Stroll trail which tells a myriad of interesting facts about the many famous musicians who have come from this beautiful city.

If the hustle and bustle of the city prove too much you can always take a trip along Dublin's picturesque coastline or explore the nearby Dublin's mountains. Pay a visit to Malahide Castle and you may be lucky enough to see briefly Puck, the frightening ghost.

The choice of entertainment does not lessen as darkness falls and the visitor is faced with the dilemma of choosing whether to visit one of the many theatres, go to a concert at the National Concert Hall, walk through the lively pedestrianised area of Temple Bar or take time over a delicious meal in an intimate restaurant.


13. True or false.

1. Less accessibility of Dublin has proved to be a real advantage.
2. Medieval and Victorian architecture provides a beautiful background for lively streets.
3. Cafes and pubs are quiet places where you may spend time over a delicious meal.
4. Only aged people may find attractions to their taste in Dublin.
5. When darkness falls the problem arises for visitors where to go.
6. If you get tired from buzzing Dublin you may go to the nearby Dublin mountains.

Speaking 1

Making a presentation

14. You have recently returned from a familiarization trip to a holiday resort and now have to report back on your visit. Decide which resort you went to. Prepare a presentation. Talk about the resort itself and also about those facilities offered by the tour operator, include the following:

| | |
|--|---|
| <ul style="list-style-type: none">- transport to and from the resort- the climate- the accommodation- the local attractions- the food- transport in the resort- the price and value for money- the key selling points <p><u>After the presentation,</u> <u>work in groups and discuss</u> <u>these questions:</u></p> <p>Could everyone hear you? Did they understand you? Did they think you sounded confident?</p>  | <p><u>The language of presentations</u></p> <p>* introduction <i>Good evening everyone</i> <i>Thank you for inviting me to speak on ...</i> <i>Tonight I am going to talk about ...</i></p> <p>* introducing your talk <i>I would like to start by ...</i> <i>I shall begin by ...</i> <i>Then I will speak about ...</i> <i>Thirdly I will talk about ...</i> <i>And lastly ...</i></p> <p>* The main part of the talk <i>Let us begin with ...</i> <i>However ...</i> <i>As far as (the accommodation) is concerned...</i> <i>Moving on to ...</i> <i>My third point deals with ...</i> <i>And last but not least ...</i></p> <p>* Summing up/conclusion <i>So, in conclusion, you can see that ...</i></p> <p>* Saying thank you and ending your talk <i>Thank you all for listening so attentively.</i> <i>I hope I have been able to tell you a little about..</i> <i>Before I sit down I would like to thank ... for ...</i> <i>Does anyone have any questions?</i></p> |
|--|---|

Language Focus 2

15. Choose the correct form of the participle and translate the sentences.

1. *Having been signed/signing* the booking form should be sent to the tour operator immediately.
2. The confirmation should be sent to your client *being highlighted/highlighting* the latest date for payment.
3. *Having worked/working* in tourism for 20 years he became competent in all aspects of the travel business.
4. Agreement *reached/reaching* with Olympic Airways allowed us to make a fam tour of Attica region.
5. The tour *arranging/being arranged* now for tour operators might become a popular destination.
6. The minimum time *required/requiring* for a cancellation is 3 days.
7. When *applied/applying* for a job you'll be in competition with other candidates.
8. Vouchers comply the features of the rooms *reserving/reserved*.
9. When *asked/asking* if they could take part in the fam trip they replied in the affirmative.

Essential words and phrases

| | | |
|---------------|---|--|
| Accessible | - | доступный |
| Amazing | - | изумительный |
| Aroma | - | приятный запах, аромат, благоухание |
| An attraction | - | достопримечательность, соблазн, очарование |
| A billboard | - | доска объявлений |
| A brewery | - | пивоваренный завод |
| Bustle | - | суматоха, суета |
| To buzz | - | жужжать |
| Caliber | - | размер |
| To capture | - | захватывать, завладеть |
| A commercial | - | рекламный ролик (на радио, телевидении) |

| | | |
|----------------------|---|---|
| Contradiction | - | противоречие |
| To correspond to | - | соответствовать чему-либо |
| Countless | - | бесчисленный |
| Cuisine | - | кухня |
| Delight | - | восхищение, удовольствие, восторг |
| A diversion | - | развлечение |
| To explore | - | изучать |
| A flyer | - | листовка, рекламный листок |
| Gently-sheaving sand | - | отлого спускающийся песок |
| Hustle | - | толкотня |
| A leaflet | - | тонкая рекламная брошюра |
| Lead-free petrol | - | бензин высшего качества (без примесей свинца) |
| A litter | - | беспорядок, мусор |
| Lively | - | оживлённый |
| Magical | - | волшебный |
| Magnificent | - | великолепный |
| Marvelous | - | удивительный, изумительный |
| Parachute gliding | - | планирование с парашютом |
| Perceived | - | различаемый, постигаемый |
| Picturesque | - | живописный |
| Pollution | - | загрязнение |
| A poster | - | рекламный плакат |
| Poverty | - | бедность |
| Press release | - | пресс-релиз, реклама в прессе |
| Promotional video | - | рекламный видеофильм |
| Publicity | - | рекламная пропаганда |
| Reception | - | приём |
| Route | - | маршрут |
| Scuba diving | - | плавание с аквалангом |
| Snorkeling | - | плавание с маской и трубкой |
| Spell | - | обаяние, чары |

| | |
|------------|---|
| A sticker | - этикетка, ярлык |
| Strength | - сильная, положительная сторона |
| Superb | - великолепный, величественный, грандиозный |
| Toll-free | - беспрошлинный |
| A trail | - след, тропинка |
| Tucked | - запрятанный |
| Urban area | - городской район |
| Violence | - насилие |
| Weakness | - слабая, отрицательная сторона |
| Widespread | - широко распространённый |

UNIT VII HOTEL FACILITIES

Preview

1. Work in groups and discuss these questions.

- A. What do you expect from a good hotel?
 B. Which of these do you consider the most important?

- * *price* * *facilities*
 * *service* * *location*



Reading 1

2. Read about the organization of two hotels as described by their respective managing directors Tommasso Zanzotto, Chairman and Chief Executive of Hilton International and Richard Williams, General Manager of Sandy Lane, Barbados. Compare these hotels on the following points:

- * The good features of Richard William's hotel and Hilton International hotel.
- * The staff.
- * The room pricing policy.
- * What disadvantages these hotels have.
- * What changes these hotels need.

TOMMASO ZANZOTTO TALKS ABOUT HILTON INTERNATIONAL

HIS HOTELS: What is absolutely essential is the core – a well-equipped room with all the facilities expected by the customer. That must be perfect. Then what I expect of a hotel is the circle around this room such as meeting facilities, banquet facilities, bar and relaxation areas which form the first circle around the room. What I expect after that is the ambience, the quality of service and what I call the intangibles. The customer goes from the outside ring into the core because he expects the core to be there. I do not think people start with the core. They start at the intangible and the advantage of Hilton is it does have an intangible element around the core.

STAFF: I think the most important thing for staff is attitude. Attitude assumes you have the right tools behind you. For instance, there must be the right check in system at reception and room service must have the right back-up. So to me, attitude is the first ingredient but not the only ingredient. I started my career in a travel agency in Milan when I was seventeen. When you go into the agency you like the staff to ask how you are even if they have already done that 150 times that day because it is a unique experience to you. It is a tough job. I recognize it is not easy. The human touch – particularly in the hotel business, that is one place computers will never take over.

RATES: Pricing must be a local strategy in terms of what the hotel is. I am against discounting just for the sake of keeping the customer. There is a price for a product and the customer must pay that in order for the quality of service to be maintained. I do not believe in giving customers an impression which is

different from reality. For instance mileage programmes – somebody is paying for these somewhere and that is not fair on the customer, but competition makes you do things which you do not think are necessarily right. If I find a solution I will do that. I do not have a magic solution. But I believe that all the zillions of miles which exist all over the world, somebody will pay for them and it will not be the shareholders. The cost will pass through the system through different pricing mechanisms. There is no such thing as a free lunch. Loyalty must be built on true relations rather than the fact you have a few miles from me.

FAFOURITE STAY AT THE HOTEL: Club Med in Bali. A combination of events contributed to this recent stay. One was the fact I was changing jobs so I was very relaxed and it was also my twenty fifth wedding anniversary. What was particularly good was the ambience and the pleasant attitude of the staff.

DESLIKES: The hotels I do not like are the ones with no personality or flavour or anything local. If there are some hotels in our group which need to move along that route we will do something.

ONE WISH FOR THE INDUSTRY: That government and society realize travel and tourism is such a powerful economic driver. It has to be taken into serious planning consideration in all countries.

RICHARD WILLIAMS TALKS ABOUT SANDY LANE

HIS HOTEL: It's a very special place – Barbados as a destination is easy to reach so people can decide on a whim to come here to relax. People have so little leisure time now, it is important to have somewhere like Sandy Lane which is easy to visit. We also have a huge advantage because of its location on easily the best beach surrounded by elegant private homes in a private estate. The hotel owns 400 acres but has only 120 rooms so it never seems busy even when we are full. People also like elegance of the hotel, the coralstone which changes colour from white to pink as the sun sets, and the theatre of mahogany trees around.

STAFF: We have just under four staff, about 3.8 to every guest room, which is a nice ratio because it allows us to be very attentive. Training is very dear to my heart – about 25 per cent of our training budget goes on technical

skills as the rest is on attitude and motivation. We send staff overseas to work in hotels such as the Savoy in London and their staff come here so they are always learning. But what impresses me the most is the friendliness of the staff. Where else does a maid come in on her day off to bring fruit from her garden for a guest who does not feel well?

RATES: We think our rates are good value. In the summer the rates are lower which we think is spectacular value because we get exactly the same service and facilities as in the winter. We also consider families very important and have just built a children's village in the grounds and offer adjoining rooms for US \$100, complete with soft drinks and cookies instead of a minibar. Our dominant market is still couples aged forty or over.

GUESTS: Our dress code sometimes causes problems because we will refuse entry to dinner if someone is not smart enough. Sometimes celebrities will try to bend the rules which is a shame because other guests don't like it if exceptions are made.

FAVOURITE STAY AT A HOTEL: Galley Bay in Antigua. We go there quite a lot because I can really relax there after the formality of my hotel. I can go to dinner in shorts and without shoes. The atmosphere is relaxed, but the service and the food are excellent. I like not having any air conditioning and being able to virtually roll out of bed into the sea. A lot of places you can unwind, but you don't get the good service – here you get both.

DISLIKES: What I particularly dislike are city hotels where the management and owners don't bring any sense of caring. They give you a bed in a box and sterile, unoriginal surroundings. You don't have to spend a fortune on a room to find good places so it's not just a question of price.

ONE WISH FOR THE INDUSTRY: That we could get over the problem of seasonality. I wish I could somehow get across the message that the Caribbean is a beautiful place in the summer.

3. Discuss these questions with your partner.

- a. Where would you prefer to stay—at Sandy Lane or at one of the Hilton hotels?
- b. What are your best and worst experiences at a hotel?

Vocabulary 1

4. Look at the hotel facilities and services below. Which of these facilities or services would you expect to find only in a deluxe hotel? Are there any more you would add to the list? Is this the same for all countries?

| | | |
|--|---|--|
| <i>Robes and slippers</i> | <i>24-hour room service</i> | <i>IDD telephone</i> |
| <i>In-room safe</i> | <i>Shaver outlet</i> | <i>Ceiling fan</i> |
| <i>Car hire</i> | <i>Currency exchange</i> | <i>Archery</i> |
| <i>Sun beds</i> | <i>Beach towels</i> | <i>Horse-riding</i> |
| <i>Toiletries</i> | <i>Kid's club</i> | <i>Nurse/babysitting</i> |
| <i>Indoor pool</i> | <i>Premium bath essentials</i> | <i>Video library</i> |
| <i>Squash courts</i> | <i>Water slides</i> | <i>Twice-daily maid service</i> |
| <i>Live entertainment</i> | <i>Trouser press</i> | <i>Non-allergenic linen</i> |
| <i>Gift shop</i> | <i>Daily housekeeping</i> | <i>Shuttle service</i> |
| <i>Disco</i> | <i>Floodlit tennis court</i> | <i>Butler service</i> |
| <i>Internet café</i> | <i>Casino</i> | <i>Complimentary transfer</i> |
| <i>Internet/e-mail access through in-room TV</i> | <i>Multilingual resort TV information</i> | <i>Facilities for handicapped guests</i> |
| <i>Baby cots</i> | <i>Doctor on call</i> | <i>Tea/coffee-making facilities</i> |

Vocabulary 2

5. There are many fixed expressions in English which have two words linked by *and*. The order is fixed – we cannot say “demand and supply”. Read these sentences and decide if the two words linked by *and* are in the right order.

- A. It takes us three months to negotiate all the **terms and conditions**.
- B. The contract hadn't been signed so it was **void and null**.
- C. The carpet in the lobby has to be of good quality to stand up to the **wear and tear** of continual use.
- D. A whisky, please, and a **tonic and gin**.

- E. There are no **hard and fast** rules on discounts; they vary according to the type of clientele.
- D. It's not easy to open a hotel; there are so many **regulations and rules** to comply with.
- E. I don't have all the **figures and facts** with me but we had an occupancy rate of about 90 per cent last June.
- F. I have to get out of the city from time to time to get some **quiet and peace**.
- G. We have to keep the reception areas looking **neat and tidy** or it creates a bad impression.
- H. Every year the auditors check out **profit and loss** accounts.
- I. Our reservation system is not scientific. It works more by **error and trial** than by anything else.

6. Match the words in column A with those in column B to make collocations with and. Use these collocations to complete sentences a-l.

| A | B |
|--------|---------|
| Black | tie |
| Bread | dine |
| Bride | breadth |
| Jacket | white |
| Milk | span |
| Wine | groom |
| Hard | soda |
| Length | sound |
| Male | butter |
| Whisky | fast |
| Spick | female |
| Safe | sugar |

- a) The ... and ... had decided to spend their honeymoon in the Maldives.
- b) The guest ordered a ... and ... without ice.
- c) The dress code in the restaurant is informal but gentlemen are requested to wear a ... and

- d) ... and ... in the Aspects Restaurant on the twenty-fifth floor from 8 p.m. till midnight.
- e) Both ... and ... staff are obliged to wear a uniform.
- f) They searched the ... and ... of the hotel for the missing earring.
- g) Would you like some ... and ... with your meal, sir?
- h) We have to make ... and ... rules for the safety of all concerned.
- i) Please make sure that your uniform is ... and ..., so that you will make a good impression.
- j) If you look carefully at your contract you will see that all the points are there in ... and
- k) They searched everywhere for the missing child and eventually found him ... and ... in the games room.
- l) Would you like ... and ... in your tea, madam?

Language focus 1

Infinitive (to) or gerund (-ing)?

7. Put the following verbs into two groups: those that are followed by an infinitive and those followed by the gerund.

| | | | | |
|----------------|----------------|-------------------|----------------|------------------|
| <i>admit</i> | <i>afford</i> | <i>anticipate</i> | <i>arrange</i> | <i>avoid</i> |
| <i>choose</i> | <i>claim</i> | <i>consider</i> | <i>decide</i> | <i>delay</i> |
| <i>involve</i> | <i>deny</i> | <i>expect</i> | <i>fall</i> | <i>hope</i> |
| <i>offer</i> | <i>justify</i> | <i>manage</i> | <i>mind</i> | <i>miss</i> |
| <i>refuse</i> | <i>plan</i> | <i>postpone</i> | <i>promise</i> | <i>recommend</i> |
| <i>demand</i> | <i>risk</i> | <i>save</i> | <i>suggest</i> | <i>undertake</i> |

8. Some verbs can take both the infinitive and the gerund but with a change of meaning. Can you explain how the meaning of the verb changes in each of these pairs?

1. a. They stopped to take extra passengers on board.
- b. They stopped taking extra passengers on board.

2. a. You must remember to write to them.
b. You must remember writing to them.
3. a. I'll try to phone her when the meeting finishes.
b. I'll try phoning her when the meeting finishes.
4. a. If you want any compensation it will mean taking them to court.
b. Sorry, I didn't mean to take your seat.
5. a. He went on complaining about his holiday for at least half an hour.
b. After describing the terrible journey he went on to complain about the state of the accommodation.

9. Rewrite the following sentences without changing their meaning. Use a second verb in the infinitive or the gerund each time.

For example: *She hasn't got enough money to travel first class.*

*She **can't afford to travel** first class.*

If you don't pay the invoice soon there may be a 10 per cent penalty charge.

*If you **delay paying** the invoice there may be a 10 per cent penalty charge.*

A. I think it would be a good idea to write to the tour operator.

I suggest

B. Would it be inconvenient for you to wait a little longer?

Would you mind

C. OK, yes, I made a mistake about the time but not the date.

I admit

D. I'll do my best to have an answer within a week.

I promise

E. If I were you, I would make a strongly-worded complaint.

I recommend

F. The guide said she certainly did not turn up late.

The guide denied

G. It would require us to make a change in the schedule.

It would mean

Reading 2

10. Leo Novobisky is the manager of the Grand Bohemia Hotel in Prague. He is talking about his hotel after re-opening in 1993. As you read the dialogue answer these questions.

- A. What kind of facilities are there in the Grand Bohemia Hotel in Prague?
- B. How many people can the restaurant cater for at one sitting?
- C. Why are there so few managers?
- D. How are reservations made?
- E. What type of dishes does the chef prepare?

Interviewer: Looking at this brochure, I see that you only opened two weeks ago. How would you describe your hotel?

Leo: We are a luxury hotel for individuals and a business hotel.

Interviewer: What facilities are there for guests?

Leo: In our banqueting suite we will hold conferences and we can partition it for seminars and small group meetings. We have seventy-eight rooms – all air-conditioned, with fax, satellite TV, etc., 146 beds, seventy covers in the restaurant, thirty-six in the coffee shop, and 110 in the ballroom.

Interviewer: And what is your ratio of staff to guests?

Leo: At present we are not full, so we do not have our full quota of staff. So we only have fifty staff at present.

Interviewer: And are the majority Czech or Austrian?

Leo: We are all Czech, apart from our executive manager who deals with marketing. We do not have too many senior staff as we wish to keep our overheads low. At present there is myself, the general manager, and I also have an assistant manager. We will train local staff and employ people who speak languages: German, English, French.

Interviewer: How are you obtaining your bookings?

Leo: We're part of the Austria Hotels chain so we use their central reservation service. We are on-line with SRS – Steigehberger and

Utell, marketing our hotel worldwide. Our staff all speak several languages. The hotel is being well-marketed. In fact, even though we have only just opened – our occupancy rates are very good.

Interviewer: And where do your guests come from?

Leo: Er ... we have a very good mix from Europe, the USA and the Far East.

Interviewer: So will your cuisine be European, Austrian, Czech, international?

Leo: Most people when they travel wish to taste the local dishes. They want something different from what they eat at home. So the cuisine is definitely Czech. We have an excellent chef and everyone seems very satisfied.

Vocabulary 3

11. Translate into English.

- A. В отеле имеются специально оборудованные номера для инвалидов.
- B. Для грудных детей предоставляются детские кроватки.
- C. Во всех номерах отеля имеется кондиционер, телефон с прямым выходом на международные линии, спутниковое телевидение, мини-бар, ванная комната со всеми туалетными принадлежностями, фен (по запросу).
- D. В самых роскошных отелях уборка номера производится два раза в день.
- E. Условия для отдыха в этом трёхзвёздочном отеле хуже, чем в четырёхзвёздочном, который имеет больше баров, ресторанов, бассейнов и освещаемых теннисных кортов.
- F. Халаты и тапочки предлагаются только в номерах «люкс», которые стоят дороже.
- G. Наш курортный отель полностью автономен. На огромной территории отеля имеется всё необходимое для прекрасного отдыха и занятий спортом.

Speaking 1

12. ROLE-PLAY. THE BEST HOTEL FOR YOU.

Work in pairs. Play the roles of a travel agent and one of the clients who would like to go to Barbados.

Role 1. You are a travel agent. Listen to your clients requirements and try to advise them Sandy Lane as the best hotel to stay at. You may use the following phrases:

- *If you stay at you'll be able to*
- *The best things about ... are*
- *I think you'll find that is better for you because*
- *Another nice thing about that hotel is*

Role 2. You are Mrs Adams, 33. You are going to Barbados with your husband (aged 35) for one week. It is your first holiday without children (your mother will be staying with them) and you are looking for an exciting holiday full of fun and entertainment.

Follow-up

13. Promoting a new hotel. Work in groups.

1. Discuss ways of promoting a new hotel.
2. Prepare a text for a brochure featuring all advantages of staying at your hotel.

Essential words and phrases

| | |
|-------------------------------|--|
| Adjoining room | - смежная комната |
| Ambience | - окружение |
| Archery | - стрельба из лука |
| To assume | - предполагать |
| Attitude | - отношение |
| A baby cot | - детская кроватка |
| Back-up | - дублирование, копирование, поддержка |
| To be good value | - недорого |
| To bring some sense of caring | - создать атмосферу заботы |

| | |
|--|---|
| Butler service | - услуги дворецкого |
| Chairman | - председатель (совета директоров) |
| A chief executive | - президент, директор (компании) |
| Complimentary transfer | - бесплатное перемещение (переезды) |
| A core | - ядро, сердцевина |
| Floodlit | - освещённый |
| For the sake of | - ради чего-либо |
| Handicapped | - инвалид |
| Human touch | - человеческое общение |
| IDD telephone (International direct dial) | - телефон с прямым выходом на международные линии |
| In terms of | - в форме, в виде |
| Intangibles | - нематериальные активы |
| Live entertainment | - яркое зрелище, представление |
| To get across the message | - постигать, понимать, доходить до сознания, принять мысль, взгляд |
| Mileage | - деньги за проезд, дальность перевозки, пробег |
| Premium bath essentials | - основные принадлежности для ванной |
| A shaver outlet | - розетка для бритвенного прибора |
| Smart | - хорошо одетый |
| Spectacular | - эффектный, привлекательный |
| Sterile | - стерильный |
| Toiletries | - туалетные принадлежности |
| A tool | - механизм, средство, способ |
| Unoriginal | - заимствованный |
| To unwind | - разматывать, раскручивать |
| Virtually | - фактически |
| A water slide | - водяная горка |
| Zillion | - огромное количество, число |

UNIT VIII CUSTOMER RELATIONS

Preview

1. *Work in groups and discuss what personal qualities are necessary when dealing with the public.*



Vocabulary 1

2. *Look at the adjectives in the box. Tick those which, in your opinion, describe the personal qualities that people working with the public should possess.*

| | | |
|---------------------|------------------|--------------------|
| <i>Ambitious</i> | <i>Honest</i> | <i>Shrewd</i> |
| <i>Clever</i> | <i>Lazy</i> | <i>Thoughtful</i> |
| <i>Disorganized</i> | <i>Motivated</i> | <i>Timid</i> |
| <i>Efficient</i> | <i>Sensible</i> | <i>Trustworthy</i> |
| <i>Helpless</i> | <i>Sensitive</i> | <i>Zealous</i> |

3. *Someone who knows a lot about a subject is well-informed. Add well or self as a prefix to the following adjectives to show a positive quality.*

| | | |
|-----------------|-----------------|-------------------|
| ... - behaved | ... - mannered | ... - organized |
| ... - confident | ... - possessed | ... - intentioned |
| ... - assured | ... - reliant | |

4. *What sort of person are you? You are no doubt:*

| | | |
|--------------------|---------------------|------------------|
| <i>tidy</i> | <i>organized</i> | <i>efficient</i> |
| <i>sympathetic</i> | <i>professional</i> | <i>polite</i> |
| <i>experienced</i> | <i>responsible</i> | <i>patient</i> |

5. Use these expressions with hand to complete the following sentences.

in hand on hand offhand by hand to hand underhand

- A. I'm afraid I don't know ... how many people have booked for the Skyways trip to Madagascar. I'll ring you in an hour when I've looked it up.
- B. He wouldn't have minded so much if they had told him to his face that they wanted to dismiss him. It was the ... way in which they did it that upset him.
- C. Instead of posting the letter, he decided to deliver it
- D. She always kept a pencil and notepad ... on the desk so she could take notes when people phoned her.
- E. Don't worry, everything's The paperwork will be completed on time.
- F. Should a guest be taken ill there is always a doctor

Reading 1

6. Peter Garfield, the personnel officer of Global Tours is giving a talk to a group of trainee travel consultants. Read the text and tell in which order Peter deals with these topics:

- a) accuracy
- b) confidentiality
- c) body language
- d) personal appearance
- e) reliability
- f) loyalty

Let's consider some of the ways that we can persuade the general public to have confidence in us and to use our services.

Let's look first at staff appearance. It is important that all staff are well-groomed; that your hair is neat and tidy; shoes clean and well-polished; your uniform pressed. If you look pleasant and professional, people will be far more willing to approach you and ask for help. Many customers decide to come in on the off-chance because they have looked in the window and are impressed by what they have seen inside the shop.

Once they do approach you the way you react is also very important. It is not necessarily what you say but how you look, it's what we call your body language. Our facial expressions, the way we use our hands, our body to convey what we really feel.

So try to maintain good eye contact with your client. This shows that you are listening. If you look away they will think you are no longer paying attention to them. Lean forward a little as this also shows you are concentrating on what is being said. Do not lean back as this shows you are uninterested. And try not to fidget as this can be very irritating.

However, when a customer first walks into the agency give him some personal space. By that I mean, do not rush up to him the moment he walks in, but give him time to browse before you approach and ask if you can be of help. Then give him your full attention.

In order for him to feel that you and the firm are efficient and reliable, listen carefully, and if possible take notes so you can refer back to them later. Maintain a professional manner throughout, that is, remember that everything that the client tells you is in confidence. Never talk about one client in front of others. He also expects you to be loyal to your company. So never blame anyone else for an error. Always give accurate information. If you are not sure of any of your facts, check them! Don't be afraid to admit you don't know something but show that you are able to find out what is required. If you promise to find information, give it to the client at a later date, having told him when you intend to do so. And above all, remember that a client will remember the person, or the company, that not only does a good job, but who does something more than expected.

7. Answer these questions.

- A. Why is it important to dress neatly?
- B. Why should we try to look at the person who is talking to us?
- C. What should you do if you don't know the answer to the question?
- D. Who will the customer remember?

Language focus

Modal verbs

8. Complete the sentences using one of the verbs in brackets.

1. Payment (*may/must*) be made one week before the arrival of clients.
2. In high season your reservation (*can/must*) reach hotels at least 21 days before the anticipated arrival of the clients.
3. If you cancel your reservation 25 days before arrival, you (*don't have to/mustn't*) pay cancellation charges.
4. Vouchers (*can/should*) comply with the features of the rooms reserved.
5. Excursions (*can/should*) be carried out by any other local travel agency chosen by the operator.
6. You (*shouldn't/couldn't*) issue travel documents unless confirmation from the hotel is received.
7. These prices are valid only for June. We'll (*can/be able to*) give you package prices for July only next week.
8. In case of an early departure or non-use of the services ordered tourists (*can't/mustn't*) get their money back.

9. You have just checked in a hotel. It is not surprising that you complain about the room given to you. The housekeeping staff didn't do a number of things that they should have done before you saw the room.

e.g. They should have changed the sheets.

They should have closed the wardrobe.

Now say what other things the housekeeping staff should have done.

bed – to make

carpet – to vacuum

ashtray – to clean

tray – to remove

lamp – to replace

waste-paper basket – to empty

10. Possibility and certainty. Complete these sentences using the words in the box.

| | | | | | | |
|-------------|--------------|-------------|--------------|--------------|--------------|---------------|
| <i>will</i> | <i>won't</i> | <i>must</i> | <i>can't</i> | <i>might</i> | <i>could</i> | <i>should</i> |
|-------------|--------------|-------------|--------------|--------------|--------------|---------------|

- A. We ... have full occupancy on 15th June.
- B. The conference organizer promised to ring us around 2 p.m. this afternoon. That ... be him now.
- C. Where's Pierre? He ... have returned from the station by now! It's a five-minute walk and he left at three.
- D. I'm afraid that Mr. Dupres, the manager, ... be back on duty till 8 p.m.
- E. The delegate only left an hour ago. I suppose they ... have arrived by now.
- F. The delegates only left an hour ago. Surely, they ... have arrived by now.
- G. If the weather holds, they ... decide to host the presentation on the terrace. It all depends on which general manager is on duty.
- H. The guest speaker ... bring his wife to the conference.
- I. We ... break even by the end of the year.
- J. The hotel ... re-open till the New Year.

11. Complete the sentences using *must*, *mustn't*, *have to* or *don't have to*.

- A. In Jane's job a lot of work is done in the evenings. She often ... stay late at the office.
- B. Your staff keep forgetting to lock the door when they leave at night. You say: "You ... all remember to lock the door when you leave."
- C. Last night Fred became ill suddenly. We ... call a doctor.
- D. You can tell me if you want but you ... tell me.
- E. I don't want anyone to know. You ... tell anyone.
- F. When you come to London again, you ... come and see us.
- G. Jack is extremely rich. He ... work.
- H. She ... oversleep, or she'll miss her interview.
- I. You ... go into the laboratory. There's a leak of radiation.
- J. I was thinking hard, trying to find a solution. There ... be some way out.

12. Complete the sentences using *mustn't*, *needn't* (*don't need to*) or *shouldn't*.

- A. You ... say it to Peter. He'll be angry with you.
- B. This is a valuable book. You ... lose it.

- C. The car is clean. I ... wash it this week.
- D. You ... try to lift that by yourself. It's heavy.
- E. It isn't raining. You ... take an umbrella.
- F. The baby is asleep. We ... make a noise.
- G. You can come with me if you like, but you ... come if you don't want to.
- H. We've got plenty of time. We ... hurry.
- I. Tom gave me a letter to post. I ... forget to post it.
- J. You ... believe everything they write in the newspapers

Reading 2

13. Work with a partner.

Student A reads the case study 1 about an unfortunate incident in a travel agency and **student B** reads the case study 2. Answer the same questions following case studies.

Case study 1

A number of years ago I was working in a retail travel agency, where one of the employees, a young woman of sixteen, was coming to the end of her first week at work. She was well dressed and well groomed, made good eye contact with those who entered the agency, and looked in every way a pleasant trainee travel agent.

At this time, she was not expected to sell travel products, but had been instructed to carry out a few simple administration tasks and to sit with the assistant manager to observe how the customers were dealt with, and how the paperwork was processed. At this early stage in her career she was not expected to deal with a customer herself.

On one particular afternoon, a regular customer came to pay a balance. He was a valued customer who would book several fairly expensive tours in the course of a year. He was a very pleasant man who was quite friendly, but who liked to feel special, in that he was always treated well and received the best service from staff. He talked with the assistant manager for some time, and then asked a few questions of the new travel assistant – how she liked the job and how she was getting on. He then turned his attention back to the assistant

manager and started to write a cheque for his holiday balance. “What is the date today?” he asked. “It’s the thirteenth,” replied the assistant manager. “Oh, Friday the thirteenth,” he said. “Unlucky for some!” “Yes,” said the new trainee. “You never know, your cheque might bounce!”

Case study 2

When I first started in the travel industry, I worked in a small retail agency which was owned by a very pleasant and knowledgeable man who was liked and respected by all of the customers. One day I was listening to him dealing with some customers who wanted flight seats to Malaga at very short notice, and I learned a valuable lesson which has held me in good stead in my dealing with customers. The incident occurred in the days before travel had become fully computerized and so my boss found himself telephoning a number of companies to check availability for the customer, and this was taking some time. While he was waiting to get through to operators, he struck up a conversation with the customers which eventually led to their asking his opinion on the merit of the huge choice of charter airlines, operating on that route. This happened to be a pet subject of his, and he went into graphic detail about the merits and pitfalls of each carrier. Finally, he said, “The worst flight I ever had was with B...B airlines. The staff were rude, the food was awful and they even ran out of duty-frees.”

The customer thanked him for his advice and then attention was switched back to the call that was being answered by the tour operator. Up to now, no availability had been found, but on this occasion a flight with suitable timing was available. The customer was quite satisfied with the price and decided to book straightaway. As my boss and the tour operator began to process the booking, the customer said “Oh, by the way, which airline are we flying with?”

My boss asked the operator, looked very sheepish, then looked up at the customer and quietly said, “Uhh ... It’s B...B Airlines.”

- A. Who was involved?
- B. Were the travel agency staff experienced?
- C. What kind of mistake did the staff make?

- D. How do you think the customer felt?
E. How would you describe the staff and their behaviour?

14. Tell your partner what happened.

What lesson can be learnt from the two situations?

Speaking 1

15. A direct complain in English often sounds very rude. To be polite you should 'break it gently' and use expressions like these before you actually come to the point.

I wonder if you could help me ...

Look, I'm sorry to trouble you, but ...

I've got a bit of a problem here, you see ...

I'm sorry to have to say this, but ...

There seems to be something wrong with ...

I'm sorry to have to bring this up ...

It is often not enough to say 'Sorry' and promise it won't happen again.

You may apologize like this:

Oh, dear, I'm most awfully sorry.

I can't tell you how sorry I am.

I'm so sorry, I didn't realize.

I just don't know what to say.

I'm ever so sorry.

You are staying at a hotel and a lot of things have gone wrong. Build conversations like this from the prompts below, using expressions presented above.

Guest: Excuse me, I wonder if you could help me?

Manager: What seems to be the trouble, sir?

Guest: Well, you see, there doesn't seem to be any hot water in my room.

Manager: Oh, I'm sorry. I'll have it seen to at once.

Guest: Thanks very much.

| | | |
|----------------|----------------------|---------------|
| <i>heating</i> | <i>air condition</i> | <i>shower</i> |
| <i>pillows</i> | <i>slow service</i> | <i>soap</i> |

16. Staff often need to say that some other person will perform a service that a customer requests. Notice how this is done.

Example: -There isn't any instant coffee in my room. (send up)

- I'll have it sent up.

In a similar way, say that you will have the following things done.

1. The TV doesn't work in room 512. (fix)
2. There aren't any towels in my room. (send up)
3. My shower still isn't right. (repair)
4. You said you'll get me a hair drier. (deliver to your room)
5. Are you sure this bill is correct? (check)
6. I've left my luggage in the room. (bring down)

17. Can you reconstruct the following conversation at the Reception putting the sentences in the correct order?

- 1) **A:** That's very pleasant, isn't it? My plane was four hours late. And now you tell me that you've let my room.
- 2) **B:** Good. Please take a seat and I'll soon have something arranged for you.
- 3) **A:** Good evening. My name is Smith. There's a booking in my name. A single room, three nights.
- 4) **B:** I'm terribly sorry, but this is the situation. Let me see if I can book you another room in a nearby hotel, and we'll arrange the transfer.
- 5) **A:** What do you mean, you've let the room? I made the booking weeks ago.
- 6) **B:** I'm awfully sorry, Mr. Smith, but we've let the room to someone else and there are no others available.
- 7) **A:** I think that's the least you can do. Well, all right, go ahead. I've got to sleep somewhere.

8) **B:** I know. Sir, but you should have checked in before six this evening. It's nearly ten now. There's a six p.m. release on all our rooms. It was in the letter of confirmation.

18. You are Marry Crow who has just returned from the ADC Grand Tour. You're being met by your husband at the airport. You are very upset by the standard and organization of the tour and complain about it to your husband.

Vocabulary 2

19. Translate into English.

- a. Господа, недавно я вернулась из тура по России, организованного вашей фирмой.
- b. Должна сказать, что поездка меня просто расстроила.
- c. Гостиницы, в которых мы жили, были просто отвратительными и располагались на окраинах городов, а не в центрах, как было указано в договоре.
- d. Питание и обслуживание в этих гостиницах были ужасными.
- e. В номерах ничего не работало: ни кондиционер, ни душ, ни телефон, ни телевизор.
- f. В некоторых номерах даже не было электричества.
- g. Вы должны были сказать нам, что все гиды очень плохо говорят по-английски и совсем не понимают носителей языка.
- h. Во время поездки были постоянные задержки, и неоднократно терялся багаж.
- i. Нам постоянно грубили, когда мы обращались с жалобами.
- j. Я уверена, что ваша фирма обязана вернуть мне все деньги, а также выплатить компенсацию за все страдания, которые я претерпела во время поездки.

Reading 3

18. Read the article and decide if these statements are true or false. Correct any false statements.

- A. A dissatisfied customer who makes a complaint will usually fly again with British Airways.
- B. About one sixth of BA's satisfied customers defect to other airlines.
- C. Both satisfied and dissatisfied customers will fly with BA again in about the same proportions.
- D. BA gives money to customers if they complain.
- E. Customers are anxious to find out who was responsible for things going wrong.
- F. It is not a good idea to admit to being in the wrong.

WHEN IT PAYS TO COMPLAIN

A dissatisfied customer who complains is just as likely to remain loyal as a completely satisfied customer. This surprising state of affairs has been observed by British Airways, which has turned the handling of complains into something of a science.

Charles Weiser, BA's head of customer relations, calculates that about 13 per cent of customers who are completely satisfied with BA's service may not fly with the airline again. "Perhaps they changed jobs, found a frequent flyer programme which better suited their needs, or maybe they felt it was time for a change of airline," he says, writing in the July issue of *Consumer Policy Review*, the journal published by the UK's Consumers' Association.

Half of all customers who experience problems but do not complain, do not intend to use the airline again. This contrasts with the customers who are dissatisfied but do complain – just 13 per cent of this group will defect, the identical rate of defection as the "satisfied" group, says Weiser.

Clearly, it pays to encourage customers to complain, and to encourage complaints departments to turn themselves from "blame" to "customer retention" departments, he says.

Weiser's guide to satisfying complaints include the following points:

- Apologise and "own" the problem. Customers do not care whose fault it was – they want someone to say sorry and champion their cause.

- Do it quickly – customer satisfaction with the handling of a complaint dips after five days.
- Assure customers the problem is being fixed. Complaints departments need to know their company inside out and work with front-line departments.
- Do it by phone. Many departments are frightened of the emotion customers often show when things go wrong but customers appreciate a personal apology and reassurance the problem will be solved.

Writing 1



You work in the Customer Relations Department of Exotic Destinations. You have recently received the letter of complaint. You want to apologise to Ms Katherine Hopper and have made some notes. Expand them into a letter of apology.

Thank you;

apologise for the unfortunate incident;

this is not a usual standard;

the brochure does not stipulate the age of reps;

all reps are highly trained;

there needs to be a minimum of 8 people for the Golden Group package;

as gesture of goodwill offer 4 vouchers for day trips to Paris and Brussel.



Letter of apology: useful expressions

I was sorry to hear that ...

Please accept my sincere apologies for ...

I have thoroughly investigated your complaint ...

I apologise for the inconvenience ...

... Due to circumstances beyond our control ...

I will personally make sure ...

I can assure you this will not happen again.

7th, December

*The Customer Relations Dpt.
Exotic Destinations
Pacific House
Randolph Way
London WTY 8QT*

Dear Sir,

My husband and I have recently returned from one of your Golden Group holidays in Tunisia.

We chose this holiday in preference to many others as we were assured both in the brochure and by your agency staff that this particular package catered for retired couples like ourselves. We understood that our specially organized activities would be run by mature friendly hostesses. However on arrival at our destination we were met by a very youthful rep who very curtly told us that there were only two other people on the Golden Group package and that, as a result, we could join in the activities organized for other groups or fend for ourselves. Since our tastes do not include hard rock or late-night pub crawls we asked to be moved to another hotel. We were told that if we did this it would have to be at our expense. As a result we decided to stay where we were and to organize our own entertainment.

Now that we have returned home we feel obliged to draw your attention to our deep dissatisfaction with the service we received. Not only were we deceived by the information in your brochure but we were not properly treated by your staff in the resort.

We hope that this matter will be rectified to our satisfaction in the near future and look forward to hearing from you shortly.

Yours faithfully

KHopper

Katherine Hopper

Essential words and phrases

| | |
|---------------------------------|---|
| To admit to | - допускать, признавать |
| At very short notice | - тотчас же, незамедлительно, по первому требованию |
| Balance | - наличность, денежная сумма, остаток |
| To bounce | - быть возвращённым банком, ввиду отсутствия средств на счету плательщика |
| To browse | - приглядеться, проглядеть, пролистать |
| Carrier | - перевозчик |
| To champion one's cause | - отстаивать чьё-либо дело |
| To contrast with | - противоречить, расходиться |
| Customer relations | - отношения с клиентами |
| To defect | - изменить, дезертировать |
| To dip | - понижаться, падать |
| To dismiss | - увольнять |
| To fend for | - заботиться |
| To fidget | - волноваться, суетиться, нервничать |
| To hold in good stead with smbd | - приносить пользу к/л |
| Hostess | - сотрудница, встречающая и размещающая прибывших |
| To lean | - наклоняться |
| Loyal | - верный |
| Merit | - заслуга, качество, достоинство |
| On the off-chance | - надеясь на небольшой шанс |
| To pay | - окупаться, быть выгодным, приносить доход |
| To be a pet subject | - быть любимой темой |
| A pitfall | - западня, ловушка |
| To rectify | - исправлять |
| To reassure | - заверять, убеждать |
| Release on | - освобождение, отказ |

| | |
|-----------------------------|-------------------------------------|
| Retention | - сохранение, удержание |
| To run out | - истекать, кончаться |
| Sensitive | - чувствительный, восприимчивый |
| Sensible | - разумный, благоразумный |
| Shrewd | - хитрый, проницательный |
| To strike up a conversation | - завязать, начать разговор, беседу |
| To tend to | - обслуживать, заботиться |
| Timid | - робкий |
| To treat | - обращаться |
| Trustworthy | - внушающий доверие |
| Well-groomed | - холёный, следящий за собой |
| To be in the wrong | - ошибаться, быть неправым |
| Zealous | - усердный, рьяный |

SUPPLEMENTARY READING

Hotel Management and Administration

The head of a hotel may go by any of a variety of different titles, such as general manager, managing director, or resident manager. For our purposes, we will refer to this person as the manager. The manager is responsible for establishing the policies and procedures of operation for the hotel and for seeing that they are carried out. He is, in other words, the boss. In a small hotel, he may be the owner or co-owner; in a large hotel, he is probably a professional *hotelman*, or *hotelier*, to use a French word that is popular among hotel people.

The way to attain the position of manager is through education and experience. In earlier times, experience alone, in as many departments of a hotel as possible, was considered the appropriate background. Today, however, many universities and special schools give courses in hotel management and administration. Many of the subjects a prospective hotelman studies are in the

field of business administration. A hotel manager is a business executive, among other things, and this means that he must have a knowledge of accounting, tax and business law, sales and promotion, and community relations, as well as a command of the traditional services and functions of the hotel itself.

The first specialized hotel schools were located in Switzerland, a country with a long tradition both of tourism and of superior hotels. Swiss hotel schools still provide an education that emphasizes work experience rather than theory and business administration. A beginning student, for example, may have to do menial kitchen work for a while before he goes on to learn a different duty in another part of a hotel. The Swiss schools certainly turn out excellent hotelmen, but the trend in many other countries is toward the college-trained manager who gets experience in junior management positions after graduation.

The personal influence of the manager varies from hotel to hotel according to the policies of the owners. In a *chain*-operated hotel, for example, the manager usually must work within a specific, tightly coordinated framework. In other hotels, he may exercise much greater control, not only in carrying out policies, but also in setting them. Many hotels are famous because of the distinctive personality that is given to them by their managers. In a very real sense, the manager is the host who offers the hospitality of his establishment to his guests.

In seeing that all the activities of the hotel run smoothly and efficiently, the manager carries out routine spot checks, often on a daily basis, of different aspects of the hotel's operation. He also deals with unusual problems as they occur, and in a large complex operation that deals with the public, there are hundreds of problems that range from the comic to the tragic. In a large hotel, the manager coordinates the work of the department heads who supervise house-keeping, advertising and promotion, food services, and the rest of the operation. The manager's working relationship with these people contributes significantly to the smooth functioning of the hotel.

Hiring and training are two other vital responsibilities of the manager. The personality, experience, and expertise of every employee in a hotel is a matter of importance in a business where courtesy is one of the major services. The

references given by job applicants must be carefully checked, and a watchful eye must be kept on their performance after they have been hired. Continuing in-house training programs, either formal or informal, are customary in large hotels in order to maintain the standards of the establishment.

Training in the fundamentals may extend to all the employees, especially in new hotels. The great increase in tourism in recent years has resulted in the construction of many hotels. These hotels have often been located in areas where local customs differ sharply from those of the hotel's expected customers. In such cases, it has been found essential to give intensive training to employees in every job category in the hotel prior to its opening. This training usually includes a course in the language or languages of the expected customers.

In addition to the manager, many hotels also include one or more assistant managers on the staff. When there are several, they are often assigned to different *shifts*: one for the morning and early afternoon, one for the late afternoon and evening, and one for the late evening and early morning hours. The assistant managers frequently have a desk in the lobby near the reception area, since they deal with routine problems such as unsatisfactory room assignments or over-bookings. They refer more serious problems to the manager or the appropriate department head. The assistant managers are usually in training for more responsible jobs in hotel management.

One of the most important divisions of the hotel's administrative staff is the accounting department. Hotel accounting has many distinctive features because guests' bills must be kept up-to-date. All charges that a guest incurs must be entered, or *posted*, on his or her account as soon as possible. In addition to the charge for the guest's room, there may also be charges resulting from the use of the telephone, the laundry service, the restaurant, and room service. In addition to posting the guest accounts, all the charges must also be entered on other ledgers or financial records. In many hotels, these postings are done by computerized accounting machines, but in smaller operations they are still done by hand. All the financial transactions not only must be posted, but also must be checked for accuracy. This is usually the job of a night auditor, who goes

through this mass of figures on the night shift, when there is little activity in the hotel.

The size of the accounting staff varies with the size of the hotel. A large operation employs a chief accountant, who is in charge of all the hotel's financial records. The statements that he prepares for the management are important in locating trouble spots in the hotel's operation and thus in determining overall policies. A good accountant can analyze an unprofitable operation quickly. Management then can either try to correct the problem or eliminate the operation. A small hotel usually employs an outside accountant to check its books periodically.

In addition to the head accountant, bookkeepers on the staff post the transactions in the various ledgers and guest accounts. In a small establishment, the manager may take care of the bookkeeping himself. Cashiers provide financial services to the customers at the *front desk*, including receiving payment for bills, making change, and exchanging foreign currency. Cashiers in the various restaurants, bars, and shops in the hotel may also be responsible to the accounting office. We have already mentioned the night auditor, who checks the accuracy of the records. Another kind of auditor is brought in from outside the hotel to check the reliability of financial statements and records. Some hotels also have a *credit manager* on the staff who checks the financial ability of the hotel's customers or others with whom the hotel deals. This individual also is often responsible for trying to collect overdue accounts.

Another major administrative function is the *promotion* of the hotel. Promotion involves making the public aware of the hotel and trying to attract customers. Promotion is carried on by *advertising*, which is paid promotion, or by *publicity* and public relations, which are unpaid promotion. Advertising for any hotel is dictated by such factors as the nature of the operation, its market, and the advertising media that are available. In general, resort hotels do more direct advertising than other kinds of hotels. They try to advertise in the area from which most of their customers come. A resort hotel on the Mediterranean Sea, for example, directs most of its advertising to urban centers in northern Europe, where people are often interested in sun-and-sea vacations. The *media*

used for advertising may range from matchbooks or ashtrays that the guests take home with them to display ads in magazines and newspapers and to radio campaigns. Television advertising is so expensive that it is generally restricted to the major international chains, such as Hilton or Sheraton.

Travel agents and travel writers play an important part in referring their clients or readers to one hotel or another. Therefore, a common public relations practice is to offer these agents and writers free hospitality and lavish entertainment in order to ensure their good will. There is, however, no guarantee that these amenities will always result in favorable reactions on the part of the recipients. Other public relations efforts also attempt to gain and hold the good will of people in the local community or of others who may help to bring convention business to the hotel.

Generally, publicity involves getting press, radio, or television coverage for events that occur at the hotel, events that will enhance the hotel's image. The publicity may be in the form of pictures of a celebrity who is a guest at the hotel, or it may be a news story about a political meeting in the hotel that attracts national or even international attention. A television shot of a speaker that also shows the name of the hotel would be considered excellent publicity.

There is also a negative aspect to hotel public relations. This often takes the form of preventing stories from reaching the news media that may be harmful to the hotel. This often depends on the good relations that the hotel's promotion staff has with the local authorities, the press, and the community in general.

The management and administration of a hotel have a dual responsibility. First, they must return a profit to the owners, who are often themselves the managers in a small hotel. Second, they must deliver the services and quality that the guests expect. Fortunately, these two responsibilities ordinarily work together; that is, the greater satisfaction the guests receive, the greater the prospects that the establishments will be financially successful.

Discussion

1. What are some of the different titles used by the manager of a hotel? What is he responsible for?

2. What is the best way to attain the position of hotel manager? Where can the necessary education be gained nowadays?
3. Why do many hotel schools include business administration courses?
4. Where were the first specialized hotel schools? How do they differ from modern hotel schools in many other countries?
5. How does the personal influence of the manager often vary widely from one kind of hotel to another?
6. What are some of the ways in which the manager sees that the hotel runs smoothly and efficiently?
7. Why are hiring and training employees two vital responsibilities of the manager? What must he do to carry out these responsibilities?
8. Why should training in the fundamentals of every job extend to all the employees in a new hotel?
9. What do the assistant managers do? Why do they refer more serious problems to other people?
10. What is one of the distinctive features of hotel accounting systems?
11. What are some of the charges a guest may incur in addition to the room charge?
12. Who checks the postings in the financial records for accuracy? Why is this job usually done at night?
13. How are the financial statements that are prepared by the chief accountant valuable to management?
14. Do small hotels as well as large ones always have an accountant on the staff?
15. Who posts the financial records? Who may do it in a small hotel?
16. What kinds of services do the cashiers on the front desk provide for the customers?
17. Where else in the hotel may cashiers be found?
18. What do outside auditors do in hotel accounting?
19. What are the usual responsibilities of the hotel's credit manager?
20. What is another major administrative function within the hotel?
21. How is promotion for a hotel conducted?

22. What does advertising for a hotel depend on? What kinds of hotels generally buy more direct advertising?
23. What are some of the advertising devices that are used by hotels? Why is television usually restricted only to the chains?
24. Why do travel agents and writers often receive free accommodations and entertainment in hotels?
25. What are some of the means of publicizing a hotel?
26. What is the negative aspect of hotel public relations?
27. What is the dual responsibility that the management and administration of a hotel have? How do these responsibilities ordinarily work together?

Review

A. Decide whether each of the following statements is true or false.

1. ___ The manager of a hotel is never responsible for establishing operating policies; he only carries out policies that have been set by others.
2. ___ The only way to become the manager of a hotel is by working one's way up through all the different departments in a hotel.
3. ___ A student in a hotel school usually studies courses in business administration as well as in hotel operations.
4. ___ A wise and creative manager often gives a distinctive personality to the hotel that he runs.
5. ___ Unusual problems never occur in a hotel, so it is always possible to follow a detailed manual of procedures.
6. ___ Once hotel employees have been hired, no further training or supervision is necessary to see that they are doing their jobs satisfactorily.
7. ___ Employee training is particularly important for many new hotels because the customs of the staff and the expected guests may differ sharply.
8. ___ Assistant managers are often trainees for more responsible management positions.
9. ___ It is not important to post charges on a guest's bill as soon as possible, because the information is always available and the guest does not mind waiting for his bill to be calculated.

10. ___ Postings on guest bills and financial records are checked for accuracy by an auditor who usually works on the night shift.
11. ___ A large hotel has an accountant on the staff to prepare financial statements; a small hotel usually hires an outside accountant to perform this function at regular intervals.
12. ___ Cashiers at the front desk settle guest bills, make change, and exchange foreign currency.
13. ___ Advertising is unpaid promotion, while publicity is paid promotion.
14. ___ The only form of advertising used by hotels consists of display ads in newspapers and magazines.
15. ___ Television is a very inexpensive form of advertising, so all hotels use it frequently.
16. ___ Travel agents and writers have no influence on potential hotel customers, so they never receive free accommodations or entertainment from hotels.
17. ___ All publicity is good publicity, so hotel promotion staffs never try to keep certain stories out of the news media.
18. ___ A hotel that satisfies its guests is likely to be financially successful as well.

B. The text mentions that unusual problems often arise in a hotel. Give five examples of problems that you imagine might occur in a hotel. Indicate how you think each problem could be solved.

Tourist Attractions and Entertainment

The major *tourist attractions* include large cities like London, Paris, New York, and Tokyo; seashore areas in warm climates like the Caribbean and the Mediterranean; and ski resorts like those in Switzerland or New England. Indeed, it seems that almost any place can become a tourist destination as long as it is different from the place where the traveler usually lives. Paris may not be a tourist attraction to a Parisian, but for a New Yorker it may have many charms. People travel for any number of reasons, and there are numerous attractions that appeal to a wide variety of tastes.

In addition to being major business centers, the large cities offer attractions and entertainment for all kinds of people. Cultural events occur frequently, including theatrical and operatic performances, concerts, ballet, and art exhibitions, to name a few. At the opposite end of the scale, there is a great variety of night life in urban centers to choose from, and there is also a wide selection of restaurants. Shopping is an attraction for many visitors, whether in the great department stores of New York and Tokyo or in the boutiques of Paris and London. The big cities also offer a unique atmosphere and history. The flower vendors and cable cars of San Francisco are part of the unusual atmosphere of that city. And in Paris, the Louvre is not only a museum, but also the scene of important events in French history.

One of the advantages of the big cities is their ability to absorb large numbers of tourists. These cities have an existing infrastructure that is capable of caring for the needs of millions of people; and many of the attractions that tourists visit have been developed primarily for the benefit of the inhabitants. Therefore, tourism is an economic plus for many big cities because it increases income from existing facilities, both public and private. The increasing number of hotel rooms in big cities is a good indication of just how important tourism can be in the life of a city.

The large cities of course do not have a monopoly on architectural or historical monuments. Smaller towns and rural areas throughout the world have attractions of this kind that tourists visit. One excellent example is the valley of the Loire River in France with its chateaux from the Renaissance period. Another area, remote and difficult to reach, is Machu Picchu, the lost city of the Incas in Peru. In spite of the difficulty of access, it is visited by more and more tourists every year. Somewhat different, but within the same general category, is the restored colonial town of Williamsburg, Virginia, where not only Americans, but many tourists from abroad get a carefully reconstructed glimpse of 18th Century American life.

Natural scenery has always been an attraction for tourists. Millions of people have visited Niagara Falls, for example. Its reputation as a place for a honeymoon is world-famous. The United States has institutionalized, so to

speak, the wonders of nature, in its National Park system. Areas such as Yosemite, Yellowstone, and the Grand Canyon have been set aside for the enjoyment of the public. The parks contain hotels, restaurants, camping areas, and other facilities that have made them major recreation centers. The hardier species of tourist will travel further and undergo discomfort and difficulty just to look at beautiful or unusual scenery in the remote corners of the world—a glimpse of Mount Everest, for example, or of the Angel Falls in Venezuela.

In connection with the big cities, we mentioned shopping as a tourist attraction, but urban centers are not the only tourist destinations that concentrate on this activity. Hong Kong is perhaps the most famous example. Hong Kong is of course a large city and commercial center, but its principal draw for tourists has been the bargains offered in its shops. Shopping has been made a tourist magnet by government policy in some places. For instance, Charlotte Amalie in the U.S. Virgin Islands is a *free port* where buyers can purchase goods from all over the world without paying customs duties. *Handicrafts* also appeal to touring shoppers in many places. In fact, the *souvenir shop* that sells this kind of merchandise is as much a feature of most tourist areas as the hotel. Take, for example, the hand-woven fabrics of Guatemala. Most people who visit that country take home at least one sample of this local handicraft.

We have already discussed the holiday resorts at some length. These usually attract tourists because of their sunny beaches, their snow-covered ski slopes, or their championship golf courses. In addition, they frequently offer other kinds of entertainment to their guests. At the ski resorts, it is often an atmosphere of informality around a roaring fire after the day's skiing is finished. At a more cosmopolitan resort like Miami Beach, it may be night clubs and stage shows. In San Juan, in addition to legal gambling, there are historical sites in the old city or tropical rain forests only a few miles away. Many of the resorts give instruction in scuba diving combined with visits to coral reefs. And of course most of them have a variety of stores and souvenir shops.

A cruise ship is a floating hotel, one which the passengers cannot leave outside a port. Most cruises therefore try to keep up a party atmosphere throughout the voyage, with games, dancing, costume parties, gambling, and

whatever other activities can be devised within a rather limited space. Entertainers are often hired for the entire trip, and they are often big-name performers. Most cruise ships employ a social director whose job includes involving all of the passengers in the activities that are offered.

Throughout history, markets have given performers a chance to entertain. Indeed, many people have gone to trade fairs as much for amusement as for buying and selling. Market fairs still exist that seem to have changed very little from long ago. Those at Chichicastenango in Guatemala and the famed Jamaa El Fna in Marrakeeh, Morocco, are good examples. In modern times, fairs, like many other aspects of life, have become institutionalized. Dating from the Crystal Palace in London in 1851, many countries exhibit their products at big world's fairs in the midst of a sort of carnival atmosphere. Another modern development is the *amusement park*, a carnival with a variety of games, thrill rides, magic shows, and other kinds of entertainment. It occupies a fixed location rather than moving from place to place, as old-time carnivals did. A recent development is the *theme park*, an amusement park that is designed around a unifying concept. The two huge Disney enterprises, Disneyland in California and Disney World in Florida, are the most successful examples of this kind of created tourist attraction. From a commercial point of view, they have the enormous advantage in that they are designed to appeal to entire family groups rather than to any particular age level.

Many tourists don't want to be identified as tourists. These independent travelers try to visit the attractions they want to see on their own rather than as members of a tour group. To visit the Creek Islands, for example, a tourist of this kind might go down to Piraeus, the port of Athens, to arrange his own transportation. Less adventurous independent travelers might sign up for sightseeing tours on an individual basis through the travel desk at a hotel or through a local travel agent.

The majority of tourists nowadays, however, travel in groups, with their entertainment and sightseeing included in the package. We have already noted that many tour groups are formed around some kind of special purpose, such as eating a series of meals at the leading gourmet restaurants in France. All the

meals—and the local transportation to and from them—would be included in the tour package, in addition to the standard features of air fare, transfer, and accommodations.

The tours that are put together for resort holidays rather than special groups often offer some entertainment or sightseeing in the package as an added inducement. For instance, this may be in the nature of a "Night in Acapulco," with visits to three nightclubs and one prepaid drink in each. Or if the tour destination is in or near an area that contains historical or natural attractions, as we mentioned in the case of San Juan, sightseeing excursions may be part of the package.

The sightseeing business is another part of the tourist industry that has grown rapidly in recent years. It includes selecting the sights that would appeal to tourists and then providing transportation, guides, meals, and often opportunities for shopping. Some of the tours are part of the total travel service that is offered by such companies as Cook and American Express. A good deal of the excursion business, however, involves local enterprises whose services are sold through representatives in the tourist hotels or travel agents in the area. A large number of sightseeing trips are part-day or one-day excursions to local points of interest. The usual mode of transportation is a bus. A guide has a prepared talk during which he gives information about the sights that will be visited, but he must also be able to answer questions and to deal with the human problems that may arise. If the tour occupies a full day, meals are prearranged at a hotel or restaurant. Sometimes boats are used for transportation, as for sightseeing tours in Amsterdam, Venice, Paris, or Bangkok. The boat trip itself, incidentally, is an attraction for many tourists.

Some sightseeing trips are more ambitious and may use planes or ships. Many visitors to Puerto Rico fly to St. Thomas in the nearby Virgin Islands for a day's shopping. Tourists to Spain often cross the Strait of Gibraltar to Morocco to sample the atmosphere of Tangier. More ambitious sightseeing tours may last several days. A Moroccan tour might include not only a day in Tangier but also Fez, Rabat, and Marrakech, with a night in each of those cities. In that case, hotel accommodations would be prearranged for each overnight stop.

A few tourists do not want to travel in groups. Instead, they prefer the comfort of a guide to show them around and make arrangements for them. For a price, these services are available in many tourist centers. This might be described as a personalized tour for those who can afford it. As with group excursions or tours, arrangements can ordinarily be made through the visitor's hotel or by a local travel agent.

Familiarity and boredom are the enemies of tourism. Surveys have indicated that people who spend two weeks at a resort are generally more satisfied with their holiday than those who remain three weeks or more. This means that the entire range of amusement and entertainment available is an important factor in keeping the customers satisfied. The more variety that is offered to tourists, the more pleased they will probably be.

Discussion

1. What are some of the areas that are major tourist attractions? What kinds of places can become tourist attractions?
2. What are some of the attractions and kinds of entertainment that make large cities major tourist destinations? Give specific examples, including others in addition to those in the reading.
3. Why do large cities have the ability to absorb large numbers of tourists?
4. Why is tourism an economic plus for many big cities?
5. What are some of the other places besides the big cities that offer historical or architectural interest? Give some examples other than those in the reading.
6. What are some examples of natural scenery that attract tourists?
7. Do tourists only go to easy and comfortable places in order to see natural wonders?
8. What are some examples of tourist destinations where shopping is an important attraction?
9. What kind of merchandise is featured in many souvenir shops? Give examples.
10. What are the principal attractions of holiday resorts? What other kinds of entertainment do they offer to their guests?

11. Why do most cruise ships try to keep up a party atmosphere throughout the voyage? What forms of entertainment do they offer?
12. What does a social director on a cruise ship do?
13. What is the relationship between markets and entertainers? Where can old-fashioned market fairs be seen nowadays?
14. What was the first institutionalized modern world's fair?
15. How does an amusement park differ from an old-fashioned carnival?
16. What is a modern development in amusement parks? How does it differ from other amusement parks? What are examples?
17. What economic advantage do the theme parks have?
18. How can independent travelers arrange for local sightseeing?
19. What are some of the kinds of entertainment or sightseeing that might be included in packaged tours? Give examples besides those in the reading.
20. What activities are included in the sightseeing business?
21. How is much sightseeing business sold? Do big companies like Cook or American Express ever offer sightseeing excursions?
22. What would usually be included in a sightseeing excursion?
23. Why is it advantageous to offer excursions by boat when possible?
24. What are examples of more ambitious sightseeing trips?
25. Can an individual tourist employ a guide to show him around and make arrangements for him? How could the tourist do this?
26. Why is it important to offer as much variety as possible to tourists?

Review

A. Indicate whether the following statements are true or false.

1. ___ Only places that have very striking or unusual features become tourist attractions.
2. ___ Large cities are major tourist destinations because most of them have a large variety of entertainment and other attractions to choose from.
3. ___ Tourism causes an economic loss in the big cities that are major tourist destinations.

4. ___ Architectural and historical monuments exist only in a few large cities.
5. ___ No one would ever undergo any inconvenience or discomfort just to look at natural scenery.
6. ___ Governments in some cases have used shopping as a tourist attraction by making certain areas free ports.
7. ___ No effort is ever made at holiday resorts to provide entertainment for the guests.
8. ___ Cruise ships provide as many activities as possible to entertain the passengers.
9. ___ People attend markets and trade fairs only for business purposes.
10. ___ Theme parks like Disneyland offer amusements that appeal to people of many different ages.
11. ___ Since all tourists wish to be recognized as tourists, they always travel together in groups.
12. ___ Different kinds of entertainment and amusement are frequently offered as a part of packaged tours.
13. ___ Arrangements for sightseeing excursions can usually be made through tourist hotels or local travel agents.
14. ___ Sightseeing trips never include overnight stays; they are always part-day or one-day excursions.
15. ___ An independent traveler is never able to employ the services of a personal guide.
16. ___ All vacationers are more pleased with their holidays the longer they stay at a resort.

B. What are the tourist attractions of your country or region? You should consider:

1. The entertainment facilities in the large cities.
2. Natural scenery.
3. Climate.
4. Historical or architectural monuments.

5. Shopping possibilities.
6. Special attractions such as markets, trade fairs, amusement parks, or sports events.

C. Imagine that you are a guide for a sightseeing excursion. Outline the different points of interest that you would include in the excursion. Indicate the mode of transportation, the time the trip would take, and the facilities for meals and shopping. What problems do you think you might encounter as a guide for this excursion?

Tourist Promotion

There have been three aims of most tourist promotion in the last few years. The first has been to retain the established market of people for whom travel is a normal form of recreation. It is impossible to characterize them exactly, but generally they are likely to be between thirty and fifty years of age, well educated, residents of urban centers, and prosperous, with incomes of \$25,000 a year or more.

The second purpose of tourist promotion has been to increase the size of the market. In order for tourism to grow, it is necessary to attract people who would not have traveled much until the last few years. These include not only office workers, but also industrial workers with much larger disposable incomes than ever before. It is significant for tourism that labor unions, having achieved high wage levels for workers in the industrialized countries, now fight for *fringe benefits* such as longer paid vacations and shorter work weeks. A three-day weekend, a distinct possibility in the not-too-distant future, would almost certainly cause an increase at least in domestic tourism.

The third goal of tourist promotion has been to overcome what might best be called its seasonal bias. In many countries, summer was the traditional vacation season. In the United States, for example, people went off to a resort in the mountains or at the seashore during the hot months. Businessmen sometimes sent their families off for the entire summer and joined them for weekends at such resorts as Newport or Lake George. In France, the summer vacation has

extended even to the shutting down of many stores and small businesses. Hundreds of thousands of Frenchmen leave Paris in August for the south of France or for destinations outside the country.

Winter vacations have been heavily promoted to spread tourism more evenly throughout the year. There has been a big increase in facilities for winter sports. Ski resorts have sprung up which attract not just the wealthy to resorts like St. Moritz in Switzerland, but also the office or factory workers who want to get out on the ski slopes for a winter weekend. The biggest attraction of all, especially to people who must endure a cold and gloomy northern winter, is a vacation in the sun. Some areas have been able to combine both attractions. The winter sunshine of Marrakech in Morocco, for example, has long made it an attractive resort, and now ski facilities have been developed in the nearby Atlas Mountains for winter sports enthusiasts.

Many different organizations are involved in tourist promotion. They include official and semiofficial tourist bureaus, the transportation companies, tour operators, retail travel agents, and individual hotels or hotel chains. Through their tourist offices, governments do a great deal of travel promotion, both in the form of advertising and publicity. Even the United States government, which has not been notable for encouraging tourism, launched an advertising campaign to attract foreign visitors and thereby help overcome its huge tourist deficit.

There are two major kinds of promotion—publicity and advertising. Publicity might well be termed free advertising. It consists of stories placed in newspapers and magazines about travel, accommodations, restaurants, and other parts of the whole tourist industry. Many newspapers and magazines carry such stories regularly as features. Indeed, professional travel writers journey from resort area to resort area to report on the facilities and amenities that are available. Much of this travel writing is highly specialized. An American magazine called *Courmet*, for example, appeals to lovers of good food. It carries several travel pieces in each issue, all of them placing special emphasis on the food that a traveler will find in one place or another.

News events that apparently have nothing to do with tourism frequently provide a great deal of indirect publicity for the industry. The Olympic Games are an excellent example. Stories about the Olympics appear on the sports pages, but a desire to see the Games is generated in many people by all the publicity. Some news events, on the other hand, discourage tourism—the bombing of luxury hotels in San Juan, for example.

Another kind of tourist-connected public relations comes under the heading of *familairization*. People in the industry, especially those involved in sales—notably travel agents—are frequently provided with free trips to tourist destinations. At best, they may be so impressed by what they see that they will push that area or resort. And at least, they will be able to answer questions from their own experience. Familiarization trips are often extended to other people in the tourist industry, especially tour operators and employees of the transportation companies and government bureaus.

Tourist advertising is a large business in itself. Most of the advertising is directed toward the large tourist-generating regions—Canada and the United States, Western Europe, and Japan. Within those regions, advertising is concentrated in particular areas. In the United States and Canada, the cities of the northeast and of the Pacific coast produce more travelers than oilier areas, so they receive a great deal more advertising. In Europe and Japan, travel and tour advertising is concentrated in urban conglomerations like Paris, London, Tokyo, and Osaka.

Media, the plural of medium, is a term that is used for the different means of spreading information in the form of news and advertising. Newspapers and magazines—the print media—and radio and television—the broadcast media—are usually included in the term. Once the market area has been pinpointed, the advertiser tries to select the particular medium that will reach those people who are likely to purchase the services that he is promoting.

Television reaches the largest market, one that generally cuts across different social and income groups. TV time is also very expensive, so it is used principally by transportation companies and government tourist agencies for institutional advertising, keeping the name of the company or the region in the

public view without giving many specific details about services. Radio serves a more limited audience. For one thing, it cannot transmit the beautiful pictures and colors of television. For another, the area and audience that can be reached by many radio stations is quite small. Radio, however, is unique in that it can reach people driving their automobiles.

Of the print media, newspapers reach the broadest group of people. Many papers in big tourist markets—the *New York Times*, for instance—have a weekly travel section. In addition to feature stories, the travel section carries many ads for particular tours and particular resorts. A person who has been intrigued by a general destination because of the colorful pictures on TV or travel posters could then find in the newspaper specific details about accommodations, tours, and prices.

Most magazines nowadays are directed to special-interest groups. *Gourmet*, which we mentioned previously, is a good example. Some institutional advertising appears in magazines, but for the most part they carry advertising directed to the groups who read the magazines. Advertisements for archeological tours or guided tours to the great museums of Europe appear in art magazines; tours that are built around opera performances are advertised by magazines intended for music lovers. Magazines that are read by higher income families with good education often carry advertising for tours that might attract the traveler who has been everywhere—special tours to the Galapagos Islands, for instance, or through the Strait of Magellan. Several magazines are also intended specifically for the travel trade. Among them are magazines distributed to holders of credit cards or to passengers on the airlines.

Another form of advertising is the *brochure*. It can be an elaborate pamphlet on glossy paper with beautiful color photographs, or a simple *throwaway* with a page of details for a tour. Tour operators distribute brochures and throwaways in large numbers to travel agents in the market area they are trying to reach. In addition, many of them are sent out by *direct mailing* to selected lists of customers by tour operators and travel agents. The names and addresses are gathered from those who have been on previous tours, from customers of the travel agencies, from people who hold *credit cards*, or from

similar sources. Many lists are sold by one organization to another, usually for a few cents a name.

A great deal of tourist advertising, especially of the institutional variety, stresses the destination, and in fact this is known as *destination advertising*. The transportation companies, in particular, once tried to emphasize the services that they offered on the way. Getting there, according to one campaign, was supposed to be half the fun. It is now generally accepted, however, that the public does not really differentiate between one airline and another, no matter how pretty the stewardesses, how elaborate the meal service, or how brightly painted the aircraft. What the public is buying is essentially a destination, and that is what most of the airlines are emphasizing in their current campaigns. Being there is almost all the fun, as most travelers can assure the transportation companies.

Perhaps the most effective kind of tourist promotion is the one that cannot be manipulated by the industry. This is word of mouth, what one person says to another about his vacation. And this is indeed a major topic of conversation among people who travel. Like news stories, the results of word of mouth can be good or bad. A recommendation of a resort or hotel by one family to another can significantly influence the choice people are likely to make. On the other hand, a bad report spread around by disgruntled tourists may sharply cut tourism.

Among other things, word of mouth guarantees that the tourist industry will provide more or less what it promises. One might say that it is a powerful force in keeping the industry honest.

Discussion

1. What has been the first aim of most tourist promotion in the last few years? What kind of people is this promotion directed toward?
2. What has been the second purpose of tourist promotion?
3. In what way is the effort by unions to obtain more fringe benefits for workers significant to the tourist industry?
4. What has been the third aim of recent tourist promotion?
5. What used to be the traditional vacation season? Give examples.

6. What has been done to spread tourism more evenly during the year?
7. What kinds of organizations are involved in tourist promotion?
8. What can publicity be considered to? What are some types of publicity in tourist promotion?
9. How do professional travel writers provide publicity for tourism?
10. How can news events provide publicity, both good and bad, for tourism?
11. What is another kind of tourist-connected public relations? What does this involve?
12. Where is most tourist advertising directed? Is the advertising concentrated equally throughout these areas?
13. When the market area has been pinpointed, what does the advertiser then try to do?
14. What kind of market does television reach? What kind of advertising is it used for?
15. Why does radio serve a more limited audience?
16. What kind of promotion and advertising are carried by the newspapers?
17. To what kind of market is most magazine advertising for tourism directed?
18. What kinds of brochures are used in travel advertising?
19. How are brochures and throwaways distributed?
20. What kind of tourist advertising stresses the destination?
21. Why does much of the advertising of the transportation companies now stress destination? How does this differ from advertising that was sometimes done in the past?
22. What is an effective form of tourist promotion that cannot be controlled by the industry?
23. What does word of mouth guarantee concerning the tourist industry?

Review

A. Indicate whether the following statements are true or false.

1. ___ Very little advertising is carried on by the tourist industry.
2. ___ The only group within the tourist industry that carries on promotion is made up of the transportation companies.

3. ___ Fringe benefits such as paid vacations and longer weekends are an important factor in the growth of tourism.
4. ___ Tourist promotion has only tried to retain the existing market of well-to-do, middle-aged people who travel anyway.
5. ___ There has been a great deal of effort by tourist industry to spread recreational travel more evenly throughout the year.
6. ___ Newspapers and magazines never carry stories or articles about tourism or travel.
7. ___ People who read the sports pages or other sections of a newspaper often see stories that may make them want to travel.
8. ___ Travel agents, airline employees, and other tourist industry personnel often receive free trips to resort areas so that they can get to know different tourist places.
9. ___ Tourist promotion is spread equally throughout the world since all places generate a large volume of tourist traffic.
10. ___ Tourist statistics are never used to find out where travelers come from.
11. ___ The different information media reach different groups of people.
12. ___ Television time is cheap; thus, it is frequently used to advertise the details of specific tours.
13. ___ Magazines are used to reach special-interest groups with both institutional advertising and information about particular tours.
14. ___ Brochures about tours are frequently mailed to people who are credit card holders.
15. ___ All current airline advertising emphasizes inflight services since it has been determined that this is what makes people want to fly.
16. ___ Word of mouth from tourists has no influence on decisions that other people make about where to go on their vacations.
17. ___ Word of mouth is helpful to the tourist because it helps to make the industry live up to its own advertising claims.

B. Work out and describe a promotional campaign to attract tourists to your country or region. You should consider the following factors:

1. The reasons people might want to visit your area.

2. The tourist facilities that are available there.
3. The means of transportation to reach the area.
4. The part the government, the transportation companies, and individual tourist businesses would play in the promotional campaign.
5. The market or markets that generate tourism to your area.
6. The special-interest groups to whom travel to your area would be attractive.
7. The mixture of publicity and advertising you believe would be most effective.
8. The media in which you would try to place your advertising and publicity in the market area.

Accommodations and Catering

Before the age of railroads, travelers stayed at *inns* in the country or in small hotels—most of them family-owned—in the towns and cities. The first big hotels with hundreds of rooms were built in the vicinity of railroad terminals to serve the flood of new passengers. These new hotels were more impersonal than the old-fashioned family-style inn or hotel. Indeed, they were usually organized as corporations in what we would now consider a more businesslike manner. The cluster of hotels around Grand Central Station in New York is a good surviving example of the impact of railroads on the hotel business.

A wide variety of accommodations is available to the modern tourist. They vary from the *guest house* or *tourist home* with one or two rooms to grand luxury hotels with hundreds of rooms. Many of these hotels, like the famous Raffles in Singapore, are survivors of a more leisurely and splendid age that served the wealthy. A feature of Europe is the *pension*, a small establishment with perhaps ten to twenty guest rooms. Originally, pensions offered not only lodging but also full board, all of the day's meals for the guest. Nowadays, however, most of them offer only a bed, usually at an inexpensive rate, and a "continental breakfast" of coffee and rolls.

Many people travel to Europe because of its rich historical and cultural heritage. As a result, many old homes and castles have been converted into small hotels. American travel magazines often carry advertisements for holidays in "genuine European castles." Many old inns have also been restored to serve people with similar romantic tastes.

The major trend in the hotel industry today, however, is toward the large corporate-operated hotel. Many of these hotels might well be described as "packaged." A number of huge companies have assumed a dominant place in the hotel industry. The biggest is Holiday Inns. Others that operate on a worldwide basis are Sheraton, Inter-Continental, Trust Houses Forte, Hilton International, and Ramada Inns.

Ownership of these hotel companies is an indication of their importance to the travel industry as a whole. Hilton International is owned by Trans World Airlines, and Inter-Continental by Pan American Airways; Sheraton is a subsidiary of the huge multinational corporation, ITT. Many other airlines and travel companies have also entered the hotel business, and some of the tour operators, especially in Europe, own or operate hotels.

Some of the hotel corporations operate on a *franchise* basis; that is, the hotel and its operation are designed by the corporation, but the right to run it is sold or leased. The operator then pays a percentage to the parent corporation. His franchise can be withdrawn, however, if he does not maintain the standards that have been established. Other hotel companies serve primarily as managers. The Caribe Hilton, the first and most successful of the big resort hotels in Puerto Rico, was built by the government of the island, which then gave the Hilton company a management contract.

Large, modern hotels contain not only guest rooms, but many other facilities as well. They usually contain restaurants and cocktail lounges, shops, and recreational facilities such as swimming pools or health clubs. Many hotels also have facilities for social functions, conventions, and conferences—ballrooms, auditoriums, meeting rooms of different sizes, exhibit areas, and so forth. Not so long ago, convention facilities were ordinarily found only in large cities or in intensively developed resort areas like Miami Beach. Nowadays, they are more often included in resort hotels so that the people who attend conventions there can combine business with pleasure.

Another modern development in the hotel business is the *motel*, a word made up from *motor* and *hotel*. The motel might best be described as a place that has accommodations both for automobiles and human beings. The typical motel

is a low structure around which is built a parking lot to enable the guests to park their cars as close as possible to their rooms. In urban areas, a large garage takes the place of the parking lot.

Another trend in the hotel industry is the construction of the self-contained resort complex. This consists of a hotel and recreational facilities, all of which in effect are isolated from the nearby community. Examples include the holiday "villages" that have been built by Club Mediterranean for its members. Another example is the Dorado Beach Hotel in Puerto Rico, built by the Rockefeller-owned Rockresorts. Among other recreational features, the Dorado Beach Hotel has two eighteen-hole championship golf courses on its grounds. It is located far enough from the hotel strip in San Juan to make a trip into the city rather difficult.

Casinos, wherever they are legal, are another feature of some hotels. In Las Vegas, Nevada, the hotels are really secondary to gambling. They feed, house, and entertain the guests, but the real profits come from the casinos. In Puerto Rico and other places, gambling usually acts as an additional, rather than the principal, attraction for the hotels.

Still another trend in resort accommodations is *condominium* construction. The condominium is a building or group of buildings in which individuals purchase separate units. At the same time they become joint owners of the public facilities of the structure and its grounds and recreational areas. The condominium has become popular because of the desire of many people to own a second home for vacations. Indeed, many of the owners maintain their condominiums just for this purpose. Others, however, make arrangements whereby they can rent their space when they are not occupying it. It is an obvious attraction for someone who has only a month's vacation a year to be able to make an income from his property for the remaining eleven months. Many owners make enough money in rentals to pay for the purchase price and the maintenance costs of the condominium.

Caravaning and *camping* reflect another trend in modern tourism, thanks in large part to the automobile. Cars variously called caravans, vans, or campers come equipped with sleeping quarters and even stoves and refrigerators. They

are in effect small mobile homes, or at least hotel rooms. Many people also carry tents and other equipment with which they can set up a temporary home. Facilities are now offered in many resort areas for camping. The operator may rent only space, but he may also provide electricity and telephone service. A similar kind of arrangement exists for boat owners who wish to use their boats for accommodations while they are traveling in them. This involves the *marina*, a common feature of resort areas on waterways. The coast of Florida, for example, is dotted with marinas.

A few resorts that contain a mixture of several different kinds of accommodations have been built in recent years. Probably the most spectacular example is the Costa Smeralda development, constructed on the Italian island of Sardinia by a syndicate headed by the Aga Khan. It contains hotels of varying price ranges, residential areas, marinas, elaborate recreational facilities, and even some light industry. The syndicate's own airline flies passengers to the island from such points as Nice and Rome. The Costa Smeralda is the largest and most expensive example in the world of developing not just a resort but an entire resort area. Careful planning included not only the mixture of facilities, but also the architecture and the preservation of the natural landscape.

Some resort areas do not reflect this careful planning. Miami Beach, for example, is a monument to tourism and the accommodations industry that serves it, but the beach now is hardly visible because of the hotels that form a wall along the oceanfront. The Condado Beach section of San Juan in Puerto Rico is very similar. There are also intensive hotel and apartment developments on the Mediterranean, at Torremolinos on the Costa del Sol in Spain, for example, and along much of the coastline of the French Riviera.

In spite of the growth of these and other examples of resort areas blessed with sun and sea, cities like New York, London, and Paris still contain the greatest concentrations of hotels. New York has approximately 100,000 guest rooms to 40,000 in Miami Beach. This once again reinforces the fact that the large established cities are still the most important destinations. They can absorb tourism more easily and less conspicuously than areas in which tourism is the principal business.

The hotel business has its own load factor in the form of the *occupancy rate*. This is the percentage of rooms or beds that are occupied at a certain point in time or over a period of time. One of the hazards of the hotel business is a high occupancy rate during one season and a very low one during another. For instance, Miami Beach is essentially a winter resort. Hotels there try to increase occupancy in the summer by offering very low rates. On the other hand, many summer resorts—like those in New England—have built winter sports facilities to attract people during their off-season.

Catering, providing food and drink for transients, has always gone together with accommodations. Food services are a feature of hotels. The typical modern "packaged hotel" includes a restaurant, a coffee shop for quicker and less expensive meals, and a bar or cocktail lounge. Many larger hotels have several restaurants, often featuring different kinds of foods, as well as different prices. Hotels also normally provide room *service*—food and drink that are brought to the guest's room. In addition, catering service is usually provided in the hotel's recreational areas. The poolside bar and *snack bar*, for quick food, are normal parts of the service at a resort hotel.

Restaurants, bars, and nightclubs outside the hotels are a standard feature of the resort scene. Indeed, many resorts could not really operate without them. They provide not only catering, but also some kind of entertainment for the tourist who is bored with the limits of hotel life. In some areas, like Miami Beach, they have sprung up without any apparent design, but in others, like the Costa Smeralda, they are carefully coordinated features of the total plan. In cities like New York, London, or Paris, restaurants and other catering establishments that serve the resident population obtain additional business from the tourists who flock to those cities.

Food, in fact, may be one of the reasons why people travel. Many people go out of their way to visit France, for example, because of the *gourmet* meals that are served there. Similarly, the excellent restaurants of Hong Kong constitute one of its principal tourist attractions.

It should also be pointed out that many grocery stores, delicatessens, and liquor stores make money from tourism. This is true in large tourist cities like

New York and in resort areas like Miami Beach. There is usually a food store at or near most marinas and camping areas.

The accommodations and catering service industries employ large numbers of people. At a luxury hotel, there may be as many as two or three employees for every guest room. At a large commercial hotel, there are usually about eight employees for every ten guest rooms. This intensive use of labor is one of the reasons why tourism is so attractive to developing countries. Furthermore, many of the hotel and restaurant jobs are semiskilled work, so only a small amount of training is necessary to fill them.

Discussion

1. Where did travelers ordinarily stay before the age of railroads? What was introduced with the railroads? What is a good example of the impact of railroads on the hotel business?
2. What are some of the different varieties of accommodations that are available to travelers nowadays?
3. What sort of accommodations is available in Europe chiefly for people with romantic tastes?
4. What is the major trend in the hotel industry today?
5. What are some of the large hold corporations? By whom are they owned?
6. What does operating a hotel on a franchise basis involve?
7. What is another system for hotel management? What is an example?
8. What facilities are usually available in large, modern hotels?
9. What is another modern development in the hotel business? What does this kind of hotel offer?
10. What is a "self-contained resort complex"? Give examples.
11. What is the relationship between hotels and gambling in some places?
12. What does ownership of a condominium include?
13. Why has ownership of condominiums become popular? What is a special attraction for some owners?
14. What are two activities that have produced another trend in modern tourism? What do the activities involve?

15. What kind of accommodations arrangements can be made by people traveling by boat?
16. What is an example of a resort development that includes many different kinds of accommodations? What are some of the facilities in this development?
17. What are some examples of resort areas that do not show careful planning? Can you name others besides those mentioned in the reading?
18. How do big cities compare with resort areas in regard to hotel accommodations?
19. What is the load factor of the hotel industry called? Define it, using an example.
20. What do some resorts do to overcome low occupancy in their off-season?
21. What catering services are available in different kinds of hotels?
22. Why are catering establishments outside the hotels an important feature of the resort scene?
23. How can food be one of the reasons that cause people to travel?
24. What other kinds of catering establishments make money from the tourist trade?
25. What is one reason that makes tourism so attractive to developing countries?

Review

A. Fill in the spaces in the following sentences with the appropriate word or phrase.

1. A hotel or motel that is operated on a ... basis must meet the standards established by the parent corporation.
2. Many of the large hotel chains are owned by ... or other corporations in the travel industry.
3. Most of the hotels in Las Vegas attract guests because of their
4. A boat owner who wishes to sleep on his boat can dock at a
5. A ... offers accommodations both for people and automobiles.
6. A hotel with a low ... in the summer may wish to reduce its rates during that season.
7. A hotel guest who does not want to go to a restaurant can have food brought to him by

8. Some people visit the restaurants of France and other places famous for their food in order to eat a ... meal.
9. The Caribe Hilton is an example of a hotel operated under a ... with the owner, in this case the government of Puerto Rico.
10. ... facilities in a hotel include swimming pools, golf courses, beaches, tennis courts, health clubs, and so on.
11. Many people like to travel by ... so that they can set up tents or shelters and live in close contact with nature.
12. A ... or a ... for short, is a kind of automobile that has sleeping quarters and often cooking facilities as well.
13. A ... resort complex is usually isolated from the community around it.
14. The owner of a unit in a ... also the joint owner of the public facilities that are part of it.

B. Describe the accommodations and catering services that are available in your country or region, including the different varieties. Are they suitable for serving large numbers of tourists? Do they offer special features? Can they be improved?

CONTENTS

| | |
|---|-----------|
| ПРЕДИСЛОВИЕ | 3 |
| Unit I. TYPES OF HOLIDAY | 4 |
| Unit II. A CAREER IN TOURISM | 14 |
| Unit III. TRTENDS IN TOURISM | 24 |
| Unit IV. TRAVEL AGENTS | 32 |
| Unit V. TOUR OPERATORS | 42 |
| Unit VI. PROMOTING A DESTINATION | 50 |
| Unit VII. HOTEL FACILITIES | 61 |
| Unit VIII. CUSTOMER RELATIONS | 78 |
| SUPPLEMENTARY READING | 87 |

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