

2005 Tourism

Higher

Finalised Marking Instructions

These Marking Instructions have been prepared by Examination Teams for use by SQA Appointed Markers when marking External Course Assessments.

2005 Tourism Higher

All **four** questions in Section A (mandatory section covering Structure of the Travel and Tourism Industry and Marketing of Visitor Attractions and services: An Introduction)

Two questions from

Either Section B (option covering Planning Customer Care Programmes in Travel and Tourism)

Or Section C (option covering The Scottish Tourism Product: An Introduction)

All questions are worth 20 marks.

Take care to show clearly the option chosen. On the front cover of the answer book, in the top right hand corner, write B or C.

Read the questions carefully before starting to answer and allow enough time to answer all six questions. Marks may be deducted for bad spelling, bad punctuation, and for writing that is difficult to read.

2005 Higher Tourism

SECTION A

Answer ALL Questions

Question 1

- (a) (i) **Scottish Natural Heritage and The National Trust for Scotland both have a role in the care of Scotland's countryside areas. In organisational terms what is the main difference between these two bodies?** **1**

SNH – government agency and NTS – charity (½ mark for each)

- (ii) **Name one further national organisation involved in managing and promoting public recreation and access in the Countryside.** **1**

Eg The Forestry Commission; RSPB

- (iii) **A small specialist tour operator offering walking tours in Skye wants to expand and purchase two extra vehicles. The owner needs advice on how to finance growth of the business. State, giving reasons, which one of the following would be the most appropriate source of advice?** **2**
A – Visit Scotland or HOST
B – The Bank Manager in Portree
C – The Local Enterprise Company

Providing advice is a function of the Local Enterprise Co and the bank would also be expected to provide help, so they are the best bet. Tourist Boards are not in a position to help.

2 marks for either bank or LEC with two good reasons or 2 marks for one reason plus negative statement about role tourist boards.

- (b) **In 2003, a new organisation called ‘Event Scotland’ was established with the aim of making Scotland one of the world’s foremost events destinations.**

Evaluate the importance of special events in the continuing development of tourism in Scotland and give two named examples of the types of events that can attract visitors to Scotland.

4

A range of responses is possible. 1 mark for each valid point made in evaluation eg

- Research shows that festivals and international sporting events (golf, rugby etc) are often the sole reason for a visit to Scotland.
- Events such as the Open Golf are televised around the world and contribute to the promotion of Scotland as a destination.
- Tourism is a dynamic industry and destinations need to constantly add to their portfolio to keep abreast of or ahead of the competition.
- Visitors coming to events may make return visits for other leisure or business purposes.

1 mark for each valid event type eg Open Golf; Rugby Internationals; Edinburgh Festival etc.

- (c) (i) **Outline the role of one of the following government agencies in the tourism industry:**

- **Visit Scotland**
- **Historic Scotland.**

2

2 marks for role eg Historic Scotland’s twin aims are to safeguard the nation’s heritage and to promote the understanding and enjoyment of the nation’s built heritage. Visit Scotland – role involves promoting Scotland at home and abroad; applying quality standards in tourism; overseeing the tourist information centre network; managing VisitScotland.com.

- (ii) **Explain how your chosen organisation achieves its objectives**

3

1 mark for each relevant activity up to a maximum of three eg for Historic Scotland:

- through improved marketing and better interpretation it has become a major force in the tourism industry attracting 3 million visitors to its properties annually
- continuously develops attractions and promotes events such as the Caerlaverock Fayre
- targets the travel trade through attendance at Visit Scotland Expo
- provides guide services at many of its 70 properties open to visitors.

- (d) (i) **To which organisation should a tour operator apply for an ATOL** 1
Civil Aviation Authority or CAA
- (ii) **Name two types of companies which might apply for membership of ABTA** 2
Travel Agencies and Tour Operators. Named companies accepted with differentiation where necessary, eg Thomas Cook can be both tour operator and travel agent.
- (iii) **State the name of an international association of over 80 airlines whose aim is to promote safe, regular and economic air travel.** 1
International Air Transport Association or IATA
- (iv) **Name the company which owns and operates Edinburgh, Glasgow and Aberdeen Airports.** 1
BAA Scotland, BAA Scottish Airports, or BAA acceptable
- (v) **Name two membership bodies which promote professionalism in travel and tourism in the UK.** 2
Institute of Travel and Tourism & The Tourism Society
- (20)

Question 2

Read the following case study

The National Tourist Board is sponsoring and organising a series of road shows in the United States. Brigitte McLeish is in her office with three trade partners who will participate in the road shows and attend the Tourist Board stand at a trade fair in Chicago. They plan the promotion of a new motoring tour featuring stays at a selection of Scottish castles and country house hotels from the company's extensive portfolio. Brigitte has agreed IT rates with each of the partners and a package is put together which, in addition to the aforementioned accommodation, includes flights from and to the USA, unlimited mileage car rental through a franchise of a well known firm, and a pass allowing access to a number of Scotland's stately homes and castles.

Brigitte has also co-operated with two of the partners in the past in promoting an up-market coach tour of the Highlands and Islands. They wish to repeat the venture but require some new ideas to keep the itinerary unique and competitive as there are many other companies offering this type of product. Brigitte calls in one of her staff, Catelyn, who normally accompanies the tours in season, but works in the office during the winter months. She asks Catelyn if she has any thoughts on improving the itinerary. Catelyn reminds Brigitte of two new visitor attractions, one historical and one industrial, which have recently been opened plus a new up-market retail outlet in the Highlands. It is agreed to focus on these new attractions in all promotion materials featuring the tour.

At the trade fair Brigitte is asked by a visitor to the stand, local businessman Howard Pacitti, what commission he would receive on sales of the motoring tour. Brigitte replies that all rates listed are net and confidential to trade customers.

(a) What types of company might the following work for:

(i) Brigitte McLeish

(Destination Management Co. or Incoming Tour Operator – 1 mark)

(ii) Howard Pacitti

(Travel Agent – tour operator unlikely to ask for commission – 1 mark)

(iii) The three different, unnamed trade partners

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(Airline, Car Rental Co, and Travel Trade Officer from an organisation or consortium representing country houses and castles – 3 marks)

(b) (i) What is Catelyn’s job likely to be in summer?

(Catelyn is likely to be a tour conductor, tour guide, courier or manager – 1 mark)

(ii) Describe three skills or personality traits required for Catelyn’s summer job. **4**

One mark for each competence/trait described, eg couriers and guides should have:

An outgoing personality eg energetic, articulate, conversational, entertaining, sense of humour; friendly; excellent communication skills; linguistic skills; Decisiveness eg natural leader, emotionally controlled, calm, be able to think on their feet;
Customer care skills eg courteous, caring, sensitive, someone ready to go beyond the 9 to 5 working day, first aider;
Organisational skills eg time manager, money manager, punctual, attention to detail;
Research skills eg couriers are guides, therefore must study all aspects of destinations visited;
Sense of ethics eg balancing loyalty to the company and loyalty to the customer;
Any other appropriate response.

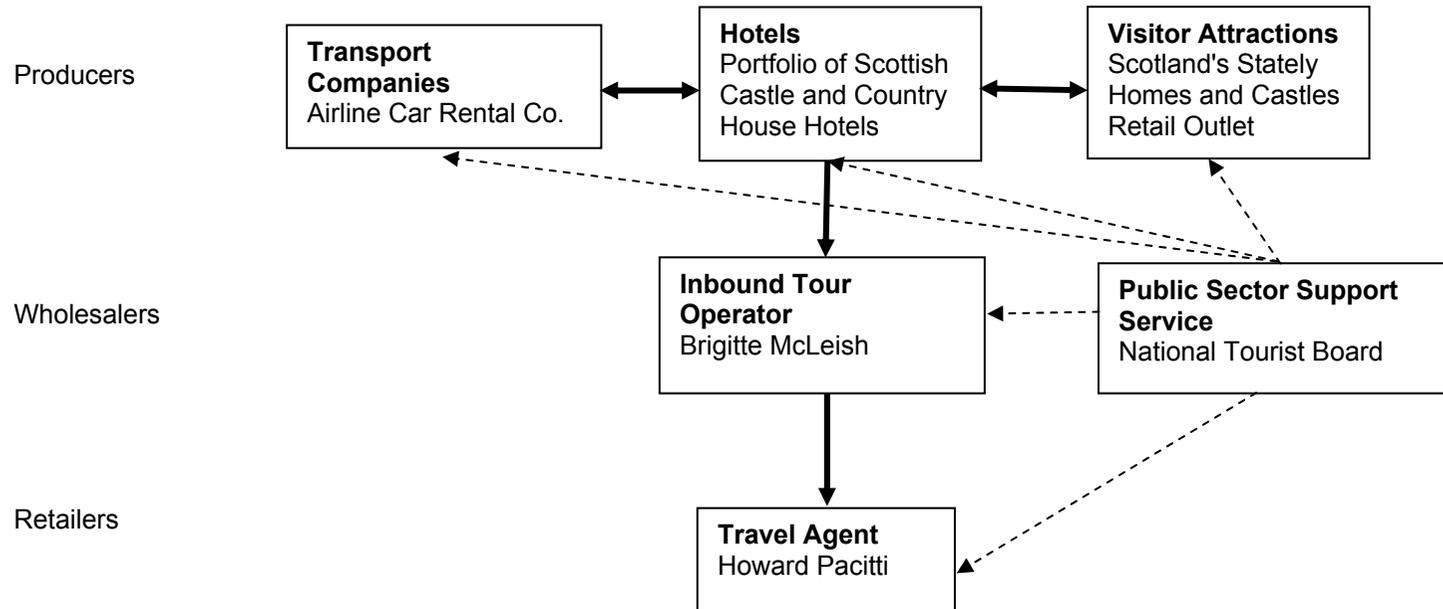
(c) (i) Explain why interdependence is important in the travel and tourism industry. **5**

1 mark for each valid point to a maximum of 5 eg

- No individual sector is the sole influencing factor in the decision to visit a destination:
- easy access to and within the destination is necessary, but visitors need a reason to travel (attractions) and somewhere to stay when they get there (accommodation)
- a supply of accommodation is required within the destination, but accommodation sector relies on the travel and transport sector to get visitors to the destination
- not all tourists make independent travel arrangements – attractions depend on the tour operations and transport sectors to generate visitors to and around the destination.
- support organisations, notably tourist boards are a key element in promoting all 3 sectors and influencing visitor choice both before travel and once in the destination

(ii) Draw a simple diagram illustrating the structure of the travel and tourism industry.

2



One mark for identifying a structure similar to the chain of distribution and one mark for correct positioning of producers/wholesalers/retailers

(iii) Identify where the following organisations feature in your diagram. 1

- National Tourist Board
- New up-market retail outlet

One mark for correct positioning of organisations. See diagram.

(d) One of the partners operates as a franchise. Give three reasons why a business in the travel and tourism industry would choose a franchise operation. 3

The company offering the franchise will provide promotional, purchasing and managerial support. Budget Rent-A-Car operates on this basis, thus providing a brand name known worldwide. The formula is tried and tested and enables small independent companies to compete with larger organisations with multiple outlets through achieving economies of scale.

(20)

Question 3

A downturn in small scale farming in recent years has meant that more and more farmers are having to diversify into other sources of income. One such is Mrs Aga, owner of a small farm, who has sold off most of her land – apart from a couple of fields around the house – and turned her back on sheep and turkeys in favour of tourism! The farm is on the edge of a national park, about 1 hour's drive from a major tourist centre and 20 minutes from a major boarding school. The farmhouse has been totally renovated to form an elegant guesthouse with four letting rooms, all ensuite and tastefully decorated with quality furnishings. Evening meals are available and Mrs Aga has spent the previous year doing an advanced catering course at a local college. Some of the farm buildings have been converted into two self-catering units and the old barn has taken on a new life as a farmshop and tearoom which will be open from Easter through to the end of September. It also has a large first floor area which has been renovated but not yet developed.

Wonderful as it may sound, all this has only been achieved at the cost of a huge initial investment and Mrs Aga now has to work hard to bring in the business year round. She's been so busy with the planning and day-to-day running of the business that she has arranged for your school/college to provide some good advice on marketing.

(a) Your first task is to advise how Mrs Aga can get the accommodation side of the business established in the first two years. She has asked for advice on the following:

12

- **who are my target markets?**
- **how do I get the best of VisitScotland Support Services (formerly Area Tourist Board Membership Services)?**
- **would there be any benefit in working with other tourism business and local traders?**
- **how can I make the most of my limited promotional budget?**

Candidates may be allocated 1 mark for each valid piece of advice up to a maximum of 4 marks for any one priority area. All four areas must be covered to achieve full marks. Maximum of 10 marks if all areas not covered.

There are many possible responses eg.

- **Target Markets**
Holiday visitors to the area eg walkers who look for a bit of comfort after a day on the hills.
Parents visiting boarders at the nearby school.
Visitors to the tourist centre who prefer a quiet rural location.
- **VisitScotland Support Services**
Through TIC's; display of leaflets; entry in accommodation guide for the area bookings; promotion at events attended by VisitScotland; business & marketing advice; training opportunities etc.
- **Working with other tourism businesses and local traders**
Negotiate with attractions to enhance special break packages to include entry to the attraction.
Literature/information display.
Promote accommodation to thriving local businesses as an accommodation option for visiting executives.
- **Budget**
As much free publicity as possible
PR eg features local newspapers
Produce leaflet for distribution around the local area eg visitors' attractions.
Mailshots to previous guests to encourage repeat business.
Host familiarisation visits by local TIC staff – anyone who can influence visitor choice.

(b) Who should Mrs Aga's main target markets be for the shop and tearoom and how should she reach them?

4

1 mark for any valid point eg

Target markets – local residents; visitors to the area

Promotion – ads in local press; flyers; competition – free lunch/hamper etc

(1:3, 2:2 or 3:1 accepted)

- (c) **Mrs Aga intends to concentrate on her core business, the accommodation, in years 1 and 2 and only then to consider any product development.**
- (i) **Explain what is meant by ‘product development’.**
- (ii) **Suggest three ways in which she might develop her product in future.** 4

1 mark for a valid explanation of product development eg adding to or changing your product to respond to market demand or to expand the business.

1 mark for each valid area of product development eg
 Use the first floor area of the tea room for exhibitions/displays/country craft or cookery demonstrations; as a private function room.
 Develop remaining fields as a children’s farm/play area.
 Build more self catering units.
 Extend opening of tearoom and farmshop to include Christmas period.

(20)

Question 4

- (a) **Suggest what types of primary and secondary research Mrs Aga might have carried out before embarking on her new business venture.** 4

1 mark for each valid suggestion eg:

- Primary research
 - speaking to other guest house owners in the area
 - visiting other guest houses as an overnight visitor
 - visiting other farmshops as a customer
- Secondary Research
 - eg using tourist board research to investigate
 - average occupancy patterns
 - visitor trends in the area
 - visitor profile in the area
 - visitor activity/likes/dislikes etc

- (b) **Suggest two ways she can monitor guest satisfaction** 2

1 mark for each valid suggestion eg:

- Visitors’ book
- In-room comments cards
- In tea-room/farmshop – self completion visitor survey.

- (c) **In the planning stages, Mrs Aga asked the local ATB for advice about what she should charge for the accommodation. They didn't tell her what the rates should be but they did give her some advice on what factors to take into account when setting the B&B rate. Identify three factors that they might have advised her to take into account.** 3

1 mark for each valid suggestion eg:

- prices charged by comparable establishments targeting the same markets
- running costs – overheads, staff, supplies etc
- seasonal/off peak rates/room occupancy levels
- concessionary rates eg senior citizens in off season
- life cycle.

- (d) **Mrs Aga was advised to carry out a SWOT analysis at the end of her first year.** 1

- (i) **Explain what SWOT means**

1 mark for correct identification of the elements – Strengths, Weaknesses, Opportunities and Threats.

- (ii) **Why should she carry out a SWOT analysis?** 4

- to identify what has gone well in year 1 in order to capitalise on her strong points
- to identify what hasn't worked well in order to make necessary changes
- to identify any challenges or opportunities created by the external business environment in which she operates that she should address or take advantage of
- to help her to formulate future plans based on a realistic assessment of her business in year 1

- (e) (i) **Mrs Aga doesn't understand the term 'Marketing Mix' Explain what it is and why it is important.** 2

1 mark for identifying the elements of the Marketing Mix
1 mark for explanation of why it is important

- used as the basis for planning marketing strategy
- can be manipulated to respond to market conditions and the changing needs of customers.

- (ii) **Describe the marketing mix of a visitor attraction or service known to you to illustrate your explanation.** 4

Up to 4 marks for correctly applying the different elements of the mix to a known tourism business.

(20)

Section B

Planning Customer Care Programmes in Travel and Tourism

Question 5

“Has a member of British Airways staff given you outstanding service? Is there someone who made your flight extra special? Do you want to say thank you for a truly memorable journey?”

These questions appeared in an article in British Airways Highlife in-flight magazine in which the airline invited passengers to nominate staff who had gone the extra mile to provide exemplary customer service.

- (a) **Briefly explain the term ‘customer service’.** 2

1 mark for each valid point.

Any appropriate explanation eg all airline staff working with a positive approach to customers including developing the right products and services to meet their needs, delivering in accordance with their expectations, hence measuring their satisfaction continuously, and developing internal systems and staff training to support this process.

- (b) **Why should the airline encourage staff to provide exemplary customer service? Give four reasons.** 4

Any four appropriate reasons eg:

- benefits the customer
- satisfied customer leads to increased customer loyalty and repeat business
- this can lead to increased sales, which means more customers
- the company wins a better public image and gains an edge over the competition
- the workforce is happier and more efficient
- increased sales and profits
- can result in better working conditions.

- (c) **How can an in-flight magazine contribute to the provision of excellent customer service?** 3

Any three appropriate uses eg:

- can be used to invite customer opinion, as in this example
- creates a good impression of the airline; a branding tool
- is part of the communication process between the airline and customer
- one of the activities involved in providing a higher level of service – adds value to the product

- (d) **Identify and comment on four criteria that might be used to assess the quality of customer service in an airline.** 8

The response could include:

- value for money – price v service provided
- accuracy and consistency of information in promotional materials
- staffing levels and qualities, sufficiency, politeness etc
- customer satisfaction – reaction to check-in facilities, punctuality
- quality of airport lounges, especially in first and business class
- safety record
- cleanliness and hygiene in the cabin
- accessibility and availability in terms of customers with special needs
- provision for individual needs – staff response to particular needs
- Any other acceptable criteria.

Two marks for each criteria correctly identified and discussed in terms of appropriateness.

- (e) **What methods might the airline use to monitor levels of customer satisfaction? Give three examples.** 3

One mark for each example. Methods could include:

- continuous monitoring through customer surveys
- feedback from customer comment forms
- testing customer service through mystery shoppers/inspectors
- focus groups
- observation.

(20)

Question 6

Following a series of complaints, a well known hotel decides to appoint a customer care manager to restore its reputation as a market leader.

- (a) **The successful appointee stated at interview that the hotel ‘should view complaints as a good thing, to be treasured like gold!’** 3

In what ways might complaints be beneficial to the hotel? Give three reasons.

Any four appropriate reasons eg:

- to avoid the harm caused by dissatisfied customers
- to improve operations for the future
- to increase the brand loyalty of the complainant
- to add, on a continuing basis, to the hotel’s marketing information

(b) Describe the key stages of a complaints procedure **3**

Any **three** appropriate stages eg:

- training staff to handle customer complaints in writing and orally
- written procedure should be adhered to, if available
- in face to face situations take the customer to a quiet area within the premises
- use customer's name and listen carefully to comments made
- take notes and don't make any excuses
- ask questions to clarify points
- recover the situation where possible or get help from superior
- report actions in a complaint book

(c) In introducing a plan for customer care, the new manager identifies the elements that impact on the quality of customer service offered to guests. Describe four elements that might have been identified. **4**

One mark for each element listed up to a maximum of four.
Elements might include:

Staffing – to ensure a first rate customer service, the process of selection and recruiting staff must be given careful attention.

Teamwork – a cohesive team feeling a strong sense of unity, loyalty, and support for one another.

Empowerment – gives front line staff the authority to recover dissatisfied clients and to prevent business being lost.

Product knowledge – customers expect frontline staff to be knowledgeable about the product they are selling.

Training – it is essential to develop customer service skills, even amongst the most senior or long serving staff to prevent complacency.

Measurement of customer satisfaction – consistency of service is aided by setting measurable standards.

Communication systems – if an organisation is to work well, information must be well communicated.

(d) Explain how the new customer care manager might implement a customer care plan within the hotel. Candidates should be allowed an element of freedom. A good response might include reference to: **10**

Organisational policy – the need for customer service to be embedded into its policy.

Customer research – identifying customer needs, habits, opinions

Staff perceptions – how the employees feel about the hotel and their place within it.

Using customer research and staff perception to spot what needs to be done – set aims and objectives of the plan.

Explore options; produce a detailed plan specifying activities, set timescale, implement the plan.

Training – the role of managers in promoting and implementing a customer care programme; equipping staff with appropriate skills in dealing with internal/external customers; staff appraisal system; quality assurance system; mission statement.

Altering systems to ensure they are customer orientated. Five appropriate stages should be considered.

Two marks for each correct explanation.

(20)

SECTION C

The Scottish Tourism Project: An introduction

Question 7

A group of friends from Amsterdam arrive at Edinburgh Airport and rent a car for a motoring tour of Scotland.

- (a) Name an airline which operates a direct service between Amsterdam and Edinburgh. 1

KLM (City Hopper) or easyJet

- (b) The group are keen golfers and drive to pre-booked accommodation in St Andrews where they are based for 3 nights. Briefly describe the route they would follow from Edinburgh Airport. 2

Cross over the Forth Road Bridge and follow M90 then directions through Fife to St Andrews.

Alternatively take M90 and then A92 through Glenrothes to A91.

- (c) The family has entered the ballot to play on the Old Course but also wish to play two other championship golf courses in the surrounding area. Name two other venues which would meet their requirements. 2

Any two acceptable venues eg Kingsbarns, St Andrews Bay, Lundin Links, Duke's Course, Ladybank, Carnoustie, Gleneagles.

- (d) Give two pieces of advice to help the group prepare for golf in Scotland. 2

- fickleness of Scottish weather.

Two pieces of accurate guidance on rules and regulations eg:

- need for a letter of introduction or handicap certificate in some courses
- singularity of some clubs with regard to women and dress codes
- procedures for booking tee times
- availability of caddies etc

- (e) Later in the tour they visit the following historical sites:

- Culloden Battlefield
- Glennfinnan Visitor Centre
- Culzean Castle

- (i) Which organisation is responsible for operating these sites as visitor attractions? 1

National Trust for Scotland

- (ii) Choose one of these attractions and plot it on Map 1 1

Attraction is correctly plotted – see map 1

- (iii) Briefly explain why your chosen attraction is important**
- Culloden battlefield – where Bonnie Prince Charlie was finally defeated by the Hanoverian army in 1746 Visitor Centre.
 Glenfinnan Visitor Centre – On the site where Bonnie Prince Charlie raised the Jacobite standard in 1745. Monument to clansman who died in the cause.
 Culzean Castle – Castle designed by Robert Adam in spectacular cliff top setting in Ayrshire. Country Park.
- 2**
- (f) During the tour they visit a TIC and pick up pamphlets on the following areas:**
- Speyside
 - Queen Elizabeth Forest Park
 - Isle of Mull.
- (i) Choose one of these areas and plot it on map 1** **1**
- Area is correctly plotted – see map 1
- (ii) Describe two named attractions in your chosen area** **2**
- Named attractions in chosen area are correctly described
- (g) One member of the group is very interested in the work of Robert Burns and persuades the others they should visit some of the places associated with the writer.**
- (i) Name a town in South West Scotland associated with Burns and plot it on Map 1.** **2**
- Town is correctly plotted on Map 1 – Ayr or Dumfries or any other correct location.
- (ii) Describe two places of interest in or around your chosen town which are associated with the writer.** **2**
- Ayr – Burns’ National Heritage Park with cottage, Tam O’Shanter experience etc
 Dumfries – Robert Burns Centre, Burns’s House, Mausoleum etc
- (h) Finally the group visits your home area where they require first class accommodation. Suggest an appropriate hotel for their stay and give its VisitScotland grading** **2**
- Any first class hotel in local area with correct VisitScotland grading.
- (20)**

Question 8

Chris and Jo Patron run a small company in London offering tailor-made holidays in the UK. They've decided to add to their range by offering 'The four day Weekend', a short breaks programme aimed at DINKYs – young professional couples with a “dual income and no kids yet”.

The Patrons are planning to combine a well earned holiday with the opportunity to research possible destinations in Scotland for their new short breaks programme. They ask **you** for some advice.

They're thinking of building in a snowsports option to breaks taken in the winter period, but only if there are sufficient alternative things to do in the area. Other than that, they're open to suggestions, but the emphasis is on the variety and the quality of the visitor experience!

Chris and Jo will fly to Edinburgh arriving on a Sunday evening and depart on the morning of the following Sunday.

Task

Suggest an itinerary for the Patrons' seven night trip to Scotland in September.

Use Map 2 provided to show the main points on the proposed itinerary, which must include:

- first night in Edinburgh
- one two-night stay in a location close to a skiing area to find out about
 - access to the slopes for sightseeing as well as skiing
 - **three** other attractions or activities for visitors to the area
- one-night stays in **four** other locations that you would recommend for their clients. Ideally each of these should be within a 1 hour drive of Edinburgh, Glasgow, Inverness or Aberdeen Airport.
- a range of visits (excluding those listed on question 7) which could be suggested to their clients in these areas
- opportunities for Chris and Jo to indulge their passion for shopping – and some guidance on quality Scottish products to buy.

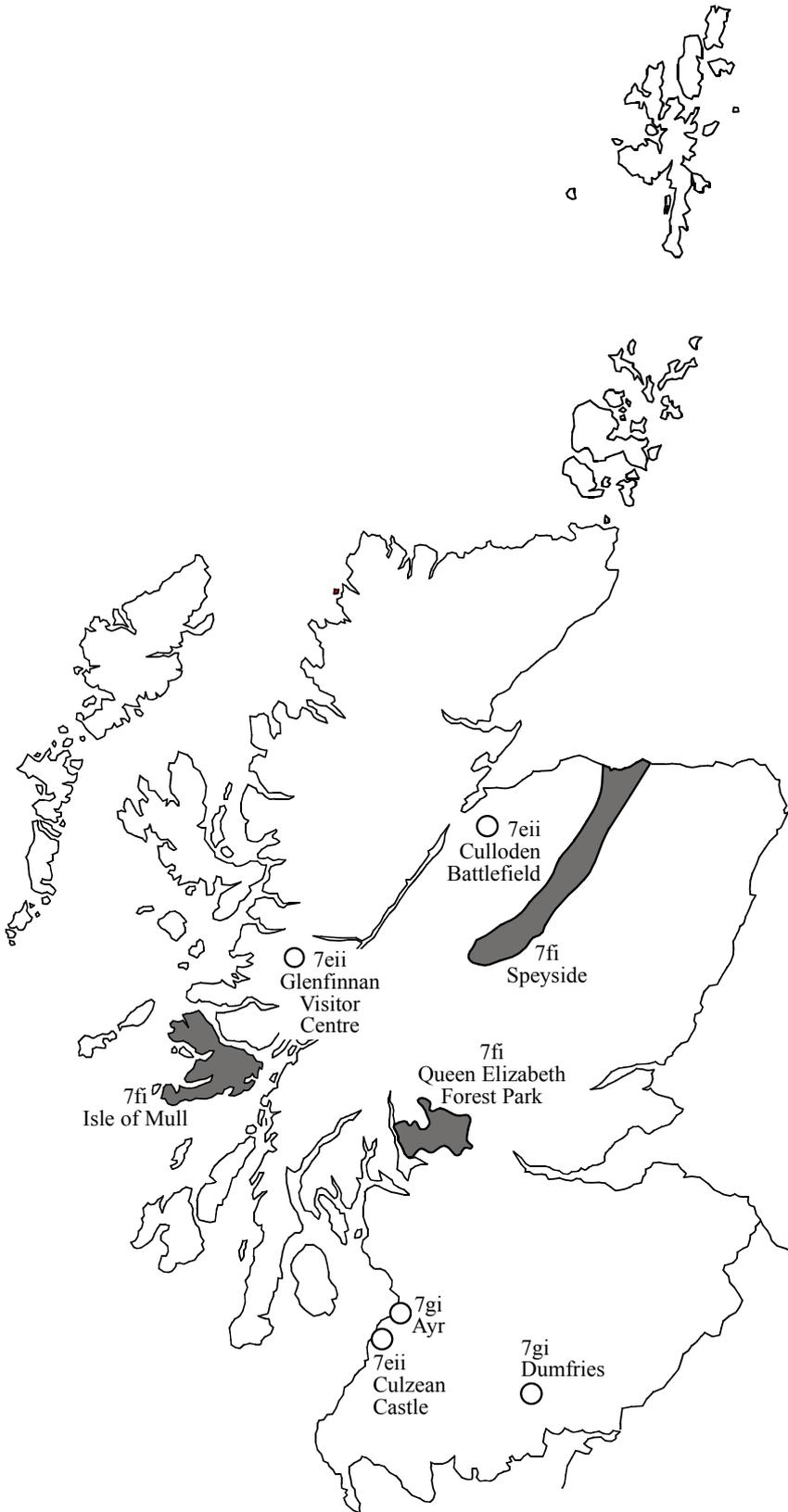
You do not have to identify specific accommodation.

You may choose a different departure airport if you wish.

(20)

Marking advice

| | |
|--|--|
| Accuracy of map – refer to the completed map for question 7 for an indication of accepted tolerance in plotting locations on the proposed route. Must be 5 correctly plotted points for 1 mark. 2 marks allocated for itinerary with 8-10 correct locations. | 2 marks |
| Feasibility: journey times | 2 marks |
| Pace (ie not too much driving) | 1 mark |
| Creativity/imagination | 2 marks |
| Appropriate choice of overnight stops | 3 marks |
| Appropriate visits and activities, including special requirements: One skiing centre should be included. 2 marks should be allocated to Scottish products and 7 marks to other relevant attractions. | 1 mark each up to a maximum of 10 |



[END OF MARKING INSTRUCTIONS]