

BUSINESS AND TOURISM ENTERPRISE TRAINING

Module 2.0b: TOURISM AWARENESS



ACKNOWLEDGEMENTS

The materials used to develop this training module were developed and compiled by a number of individuals and organisations over the past 15 years as part of the Namibian CBNRM Programme. Acknowledgement is thus given to all contributing NACSO members, NACSO's international development support partners, and the individual and collective experiences of the NACSO members and partners who made the production of this module possible. The further development of the training material has been made possible with support from MCA Namibia.



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GENERAL TRAINING TIPS

Preparation:

- Prepare each session in advance and ensure all necessary materials and visual aids are available (use visual aids wherever possible to enhance your training)
- Be aware of local customs – remember to open and close the training day with a prayer and give due recognition to any traditional leaders present
- Provide translation services where necessary (this will need to be arranged in advance – it may not be appropriate to ask a participant to translate)

General training and presentation guidelines:

- Use good time management to ensure every aspect of your training is completed – but take into account the possible need for translation and be prepared to slow down if necessary to ensure that all participants understand
- Maintain good eye contact with participants
- Speak clearly
- Keep your training language simple and appropriate to your audience
- Bridge one topic to the next
- Provide clear instructions for activities and check to see if your instructions are understood
- Summarise each component of the module where appropriate
- Avoid reading from this trainer's manual

Visual presentation:

- Write clearly and boldly if using flip charts
- Keep your visual aids clear – avoid blocking participants' view of visual aids

Involving the participants:

- Encourage questions and participation
- Ask questions to get participants thinking about the topic and key issues
- Keep the group focused on the task, but take breaks if participants are tired and losing concentration – be aware of body language
- Be patient and courteous with all participants
- Talk to your participants and not to the flipchart
- Acknowledge the comments and feedback from participants



NB: Where we wish to indicate that text in this module refers to an activity that training participants are expected to undertake, we have employed this little icon.



ABOUT MODULE 2.0b: TOURISM AWARENESS

OBJECTIVES: People who receive training in MODULE 2.0b will gain knowledge on:	<ol style="list-style-type: none"> 1. What is tourism? 2. Tourism product opportunity 3. The tourism 'big picture: international, regional (southern Africa), Namibia, and conservancy 4. Key elements of tourism
COMPETENCIES: Conservancy members who receive training in MODULE 2.0b will be able to:	<p>Show that they have an overview of the tourism industry in Namibia, i.e.:</p> <ol style="list-style-type: none"> a. Understand what a tourist is b. Understand why tourists come to Namibia in general, and their region in particular c. Identify different types of tourism products and what can influence the growth of these businesses d. Recognize what the conservancy must do to attract tourists and develop viable tourism products
COMPETENCIES: Conservancy staff, enterprise staff, and the Conservancy Committee etc. who receive training in MODULE 2.0b will also be able to:	<ol style="list-style-type: none"> 1. Show that they can identify what tourism opportunities exist in a particular conservancy. 2. Show that they: <ol style="list-style-type: none"> a. Can explain the tourism supply chain b. Have a reasonable idea of tourism numbers in Namibia and their region c. Can identify where tourists come from and why d. Can identify a range of opportunities in their conservancy and explain how these would be viable
MODULE 2.0b is intended for:	<ol style="list-style-type: none"> 1. Conservancy members (core content only) 2. Conservancy staff, enterprise staff, and the Conservancy Committee (and Enterprise Committee, if applicable) – all content
Duration of MODULE 2.0b:	The training for this Module will usually last 1 day for conservancy members and 2.5 days for conservancy staff, enterprise staff, and the Conservancy Committee (and Enterprise Committee, if applicable).

To train this MODULE 2.0b you will need to have (enough for everyone):	Check
Flipchart stand, sheets and different coloured marker pens ("cokies")	✓
Module 2.0b Handouts #1 – #10	
Prepared Flipchart Sheets #1 - #3 if you prefer to use them (can be laminated for duplicate use)	
Collection of photos of Namibia's attractions, lodges, people, etc.	
Brochures and pamphlets of lodges, campsites, tour companies, car rentals, etc.	
At least 1 copy of the State of Conservancy Report (latest edition)	
Paper and pens for participants	



The training of this MODULE 2.0b will generally follow this schedule:

TOPIC 1:	What is tourism? (core content followed by additional specialised material)
TOPIC 2:	Tourism product opportunities (core content followed by additional specialised material)
TOPIC 3:	The tourism 'big picture' (core content followed by additional specialised material)
TOPIC 4:	Key elements of tourism (core content followed by additional specialised material)
SELF-ASSESSMENT:	Assessing participants' understanding of this Module (Handout #10)

NOTE TO TRAINERS/FACILITATORS: HOW TO USE THIS TRAINER'S MANUAL

This Manual provides a guide for delivering the training course for Module 2.0b: Tourism Awareness. The Manual provides a step-by-step approach for delivering training on each topic in this Module.

The Manual is intended to be used to deliver both core content (for conservancy members attending a one-day 'overview' workshop), supplemented by specialised material that will be presented to conservancy staff, enterprise staff, and the Conservancy Committee (and Enterprise Committee, if applicable) who attend a two and a half day intensive workshop. In other words, the specialised material will 'piggy back' onto the core content so that the longer workshop will cover all of the training outlined in this Manual.

Therefore the first session of each topic will feature the 'core content' (which will be clearly identified as such). Once this core content has been delivered to conservancy members at a one-day workshop, the trainer/facilitator can then move on to the core content in the next topic chapter. At the more intensive, three-two and a half day workshop however, all the content (core as well as specialised additional material) in every topic will be delivered.

Ensure that all handouts are up to date with the latest statistics. They would thus need to be updated annually.



KEYWORDS and ACRONYMS for this MODULE

CBNRM	Community-based Natural Resource Management
CC	Conservancy Committee
FENATA	Federation of Namibian Tourism Association
HAN	Hospitality Association of Namibia
JMC	Joint Management Committee
JV	Joint venture – in this instance, a partnership between a private tourism enterprise and a conservancy
MET	Ministry of Environment and Tourism
NACSO	Namibia Association of CBNRM Support Organisations
NATH	Namibian Academy for Tourism and Hospitality
NWR	Namibia Wildlife Resorts
TAN	Tour guide Association of Namibia
TASA	Tour and Safari Association of Namibia
UNESCO	The United Nations Educational Scientific and Cultural Organisation
WTO	World Tourism Organisation
WTC	World Travel and Tourism Council



INTRODUCTION

Session 1: CORE CONTENT (*approximately 30 minutes*).

- 1** **LIST:** The **objectives** of Module 2.0b by writing them on a flipchart sheet. To save time you may prefer to have Flipchart Sheet #1 prepared in advance (or even laminate this one and others for duplicate use).

Objectives of this workshop: you will gain knowledge on –

1. What tourism is? (tourists, source markets, market segments, attractions, products, tourism supply chain)
2. Tourism product opportunity: accommodation, tour operators, tour guide, activity supplier, crafts
3. The tourism 'big picture: international, regional (southern Africa), Namibia, and conservancy
4. Key elements of tourism: customer service, staff availability and punctuality, time management, meeting clients' needs

- 2** **LIST:** The **competencies** of Module 2.0b by writing them on a flipchart sheet. To save time you may prefer to have Flipchart Sheet #2 prepared in advance.

People who receive training in Module 2.0b core content will be able to:

1. Show that they have an overview of the tourism industry in Namibia, i.e.:
 - a. Understand what a tourist is
 - b. Understand why tourists come to Namibia in general and to their region in particular
 - c. Identify different types of tourism products and what factors influence the growth of these businesses
 - d. Recognize what the conservancy must do to attract tourist and develop viable tourism products

Session 2: Additional specialised material (*approximately 10 minutes*).

- 1** **EXPLAIN:** In addition to the **core competencies** of Module 2.0b that we have already mentioned, you will also undertake more **additional**



specialised training. (To save time you may prefer to have Flipchart Sheet #3 prepared in advance.)

People who receive additional specialised training in Module 2.0b will be able to:

- 1. Show that they can identify what tourism opportunities exist in a particular conservancy**
- 2. Show that they:**
 - a. Can explain the tourism supply chain**
 - b. Have a reasonable idea of tourism numbers in Namibia and their region**
 - c. Can identify where tourists come from, and why**
 - d. Can identify a range of opportunities in their conservancy, and explain how these would be viable**




TOPIC 1: What is tourism?

Session 1: Core Content (*approximately 2 hours*)

NOTE: *If participants are unfamiliar with the concept of tourism generally, you may wish to start the training by exploring what we mean by 'tourism' and why a general understanding of tourism is important for conservancy management.*

ASK: What do we mean by the word 'tourism'?

1  Ask participants to consider this question, and then ask for some explanations of the word. Write participants' responses on a flipchart sheet under the heading 'What do we mean by the word 'tourism'?'

EXPLAIN: **Tourism** is travel for recreation, leisure, or business purposes. The World Tourism Organization defines tourists as people who "travel to and stay in places outside their usual environment for more than twenty-four (24) hours and not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited."

Tourism is one of the world's fastest growing industries. Since tourism has a major influence on both our economy and development, we all benefit from having an awareness of the nature and complexity of the Tourism Industry. Whether you plan to pursue a career in tourism or not, you probably will be a tourist yourself at some stage and will so shape and influence the local and global environment while engaging in various tourism activities.

NOTE: With conservancies being visited by tourists, we need a broad appreciation and awareness of the importance of the tourism industry.

ASK: Why do tourists travel?

2 **LIST:** *The **various motives why tourists travel.** Write them on a flipchart sheet. To save time you may prefer to have Flipchart Sheet #2 prepared in advance.*

3 **EXPLAIN:** Motives for tourists to travel:

Motives for travelling

1. Physical / Physiological motives

- Resting, relaxing, generally unwinding from stress of everyday life
- Finding warmth, sunshine, relaxation on a beach
- Undertaking activities in search of health and fitness
- Participation in sports and outdoor recreation



2. Cultural / Psychological / Personal education motives

- Participation in festivals, theatre, music, museums
- Visiting destinations for the sake of their cultural and or natural heritage, including ecotourism
- Participating in activities of personal interest, including craft and other leisure activities

3. Social / Interpersonal and Ethnic motives

- Visiting friends and relatives
- Undertaking social duties, e.g. weddings or funerals
- Accompanying others
- Visiting one's birthplace

4. Entertainment / Amusement / Pleasure / Pastime motives

- Watching sports or other spectator events
- Visiting theme parks and casinos
- Undertaking leisure shopping

5. Religious motives

- Participating in pilgrimages
- Undertaking retreats for meditation and study

6. Business / Work related motives

- Pursuit of private and public sector business, conferences, meetings
- Travel away from home for work related purpose, such as airline crew, truck drivers, etc.

4 **DISTRIBUTE:** Handout #1, **Tourist Arrivals by Nationality and Purpose of Visit, 2009.** The figures reflect why tourists came to Namibia and from which countries. The reasons listed are visiting friends and family, holiday, business, and other.

Ask participants to find out:

1. What was the main reason for Angolans to visit Namibia?
2. What was the main reason for Germans to visit Namibia?
3. For what reason did the 'other' tourists from African visit Namibia?
4. Looking at the number of visitors from the USA, do you think we have tapped into that market successfully?

3 **EXPLAIN:** Tourists can be domestic (local), regional or international. The domestic tourist is a person engaging in tourism within his own country or a foreign resident, travelling within the boundaries of the country where he is temporary residing. The regional tourist is a person from a neighbouring country and the international tourist is a traveller who travels to a destination further abroad, often requiring a visa.

Different tourists have different expectations

1. Time well spent

The time factor for a tourist is very important since he is only in a destination for a



short period. The host community should therefore be time conscious and should avoid delaying the tourist at any cost. E.g. if the tourist is supposed to go for a nature walk or a game drive, the departure should be exactly on the set time.

2. Money well spent:

Travel and holiday expenses are paid from tourist's long-term personal savings. A tourist expects satisfactory rewards from the money spent. A destination or an area should therefore make sure that the products they are providing to the tourist live up to his standards in attractiveness and other services. At the end of his visit, the tourist should feel that he got proper value for this money.

3. Cross cultural awareness:

Tourism brings together people of different cultures. Some cultures may be offensive to either the host communities or the tourists. A cultural awareness should therefore be created between the two. To create understanding and avoid ill feelings between the host community and the tourist, the management of the destination should explore cultures of different tourists and impart the same knowledge to their members.

The local tour guides and tour operators should equally inform the tourist on do and don'ts of the host communities before hand to avoid embarrassing situations. This would be in regard to mode of dressing, attitudes, touching, and addressing elders.

4. Basic hygienic and safety conditions:

The host community must therefore provide clean facilities such as drinking water, clean resting facilities like toilets or wash rooms for changing, and showers.

Although the facilities may be basic, they present the authentic African Nature and Cultural Experience which the tourist is looking for.

5. Education Experience:

The tourist not only looks for adventure but also experience and learning of the places they visit. It is therefore important that the destination provides knowledgeable local guides preferably bilingual who will be able to provide the information required.

ASK: What are the positive impacts of tourism?

4 EXPLAIN: Tourism has many positive impacts.

1. **Economic and financial benefits:** International tourists bring foreign currency to a destination. This currency is needed by most countries, especially developing countries for importation of products and materials necessary for development of local industries and public services.



2. **Employment:** The diversity of the industry provides direct and indirect employment opportunities to many people. This reduces unemployment.
3. **Multiplier effect:** Tourism and the hospitality industry require outside services and products. This leads to growth of other industries that develop to supply the tourism industry, directly or indirectly.
4. **Revenue earning:** Government earns revenue from tourism through taxation from value added tax on all products purchased by tourists. Other taxes include visa fees and departure taxes.
5. **Investments:** Tourism development encourages investments in an area. This leads to improvement of local facilities such as transportation and communication, as well as other services like water and electricity. Many facilities are improved with an increase in tourism. City councils undertake tourism related beautification work which makes towns more attractive, e.g. Swakopmund.
6. **Social impact:** Tourism increases cultural interactions leading to cultural awareness and tolerance. The tourism industry contributed towards education and training because it needs specialised staff.

ASK: What are the negative impacts of tourism?

- 5 **EXPLAIN:** Tourism is not all good. An increase in tourism has many negative impacts.
1. **Unsustainable use of resources:** Namibia is a dry country and some areas are not suitable for the large amount of water consumed by a lodge. Underground water resources are depleted, not leaving enough for traditional activities of the area. Exhaustion of some natural resources used to produce crafts and wood carvings, uncontrolled small-scale mining practices for semi-precious stones, destruction of rock art, etc. are negative impacts of tourism.
 2. **Noise and air pollution:** Planes, boats, cars, buses, jet skis, quad bikes, etc., all cause noise and air pollution, which have a negative impact on wildlife populations, erosion and plant growth. Uncontrolled off-road driving along the coastal areas, for example, leaves permanent tracks on the gravel plains, as well as permanently damages lichen fields.
 3. **Infrastructure:** Roads, lodges, cell phone towers, fences and landing strips are infrastructure needed for tourism, but have a negative impact on the environment.
 4. **Congestion:** High traffic volumes lead to an increase in road kill and accidents. Tourists lack driving skills on our gravel roads and are a danger to themselves and the local drivers.



5. **Overcrowding:** Some hot spots, e.g. the Twyfelfontein heritage site, might experience a high volume of tourists, which makes it very unattractive for tourists who chose Namibia as their destination because they were seeking peace and tranquillity. High tourist volumes can result in an increase in prices which the local population cannot afford.

ASK: What are the social impacts of tourism?

6 **EXPLAIN:** The impacts of tourism on the people and society of a tourist destination vary depending on the stage of tourist development. Social impacts are greater at the later stages of development with high tourist numbers and increased infrastructure. Different groups within the community experience the impacts differently, with 'cultural clashes' where residents have experienced rudeness and arrogance of tourists. Some residents are made to feel subservient to visitors. Tourism can also have a negative impact with the introduction of different cultural behaviours and attitudes which may harm local host communities, such as gambling, alcohol consumption, drug use and other negative social activities.

Session 2: Additional Specialised Training

ASK: What is a 'Tourism Market'?

1 **EXPLAIN:** Businesses operate in a market; a market does not have to be a specific place, but an exchange process between buyers and sellers. The market for any product or service is composed of a number of consumers. These consumers are people or organisations that are willing to buy your product and/or service.

2 **EXPLAIN:** A Conservancy enterprise cannot be "all things to all people"; **target markets** are the groups of people with similar wants and needs whose business you are trying to gain. For conservancies, the target market is often tourists, mainly from abroad. The target market can also be companies wishing to purchase special plant products (commiphora resin, devil's claw) and local or international consumers of crafts, game meats or fish.

You might even have more than one type of target market! These "groups" or sub-sets of target markets are called **segments**.

The intent of segmentation is to identify groups of similar customers and potential customers within your target market. You then need to prioritise which groups to address, understand their behaviour, and then respond with appropriate marketing strategies that satisfy the preferences of each chosen segment.



ASK: What is Ecotourism?

3 **EXPLAIN: Ecotourism**, also known as ecological tourism, is responsible travel to fragile, pristine, and usually protected areas that strives to be low impact and (often) small scale. One example in Namibia would be the Skeleton Coast Concession where only a small number of tourists are allowed to enter at a time adhering to strict conservation regulations. Ecotourism helps educate the traveller; provides funds for conservation; directly benefits the economic development and political empowerment of local communities; and fosters respect for different cultures and for human rights.

4 **EXPLAIN:** Ecotourism typically involves travel to destinations where flora, fauna, and cultural heritage are the primary attractions, e.g. Namibian coast. One of the goals of ecotourism is to offer tourists insight into the impact of human beings on the environment, and to foster a greater appreciation of our natural habitats.

5 **EXPLAIN:** Responsible ecotourism includes programs that minimize the negative aspects of conventional tourism on the environment and enhance the cultural integrity of local people. Therefore, in addition to evaluating environmental and cultural factors, an integral part of ecotourism is the promotion of recycling, energy efficiency, water conservation, and creation of economic opportunities for local communities. For these reasons, ecotourism often appeals to environmental and social responsibility advocates.

The characteristics of ecotourism

1. Involves travel to natural destinations
2. Minimizes impact
3. Builds environmental awareness
4. Provides direct financial benefits for conservation
5. Provides financial benefits and empowerment for local people
6. Respects local culture
7. Supports human rights and democratic movements

NOTE: The concept of ecotourism is widely misunderstood and in practice is often used as a marketing tool to promote tourism that is related to nature and not automatically ecotourism.

ASK: What is Sustainable Tourism?

6 **EXPLAIN: Sustainable tourism** is tourism attempting to make a low impact on the environment and local culture, while helping to generate future employment for local people. The aim of sustainable tourism is to ensure that development brings a positive experience for local people, tourism



companies and the tourists themselves. Sustainable tourism is not the same as ecotourism.

7 EXPLAIN: As one of the world's largest and fastest growing industries, this continuous growth will place great stress on biologically diverse habitats and indigenous cultures, which are often used to support mass tourism.

Tourists who promote sustainable tourism are sensitive to these dangers and seek to protect tourist destinations, and to protect tourism as an industry. Sustainable tourists can reduce the impact of tourism in many ways, including:

- informing themselves of the culture, politics, and economy of the communities visited
- anticipating and respecting local cultures, expectations and assumptions
- contributing to intercultural understanding and tolerance
- supporting the integrity of local cultures by favoring businesses which conserve cultural heritage and traditional values
- supporting local economies by purchasing local goods and participating with small, local businesses
- conserving resources by seeking out businesses that are environmentally conscious, and by using the least possible amount of non-renewable resources

NOTE: Increasingly, destinations and tourism operations are endorsing and following "responsible tourism" as a pathway towards sustainable tourism. Responsible tourism and sustainable tourism have an identical goal, that of sustainable development.

ASK: What is a Tourism Supply Chain


8 EXPLAIN: As intermediaries between tourists and tourism service providers, **tour operators** bring together a variety of tourism-related services to form a complete holiday package, which is then marketed to customers either directly or through travel agents. Each package generally consists of accommodation (often including some food provision), transport both to and from the destination, ground transport within the destination, and events or activities such as excursions and social activities.

Because most of the goods and services included in a holiday package are provided by a supply chain of subcontracted companies, organisations and agents, tour operators are not always in direct control of the environmental and social impacts of those products. Consumers increasingly expect the companies they buy from to ensure that their products provide not just quality and value-for-money, but also safeguard environmental and social sustainability. Working with suppliers to integrate sustainability into the **tourism supply chain** can benefit the tour operators, suppliers, customers and destinations. The supply



chain comprises the suppliers of all the goods and services that go into the delivery of tourism products to consumers. It includes goods and services whether or not they are directly contracted by tour operators or by their agents or suppliers (including accommodation providers). Tourism supply chains involve many components - not just accommodation, transport and excursions, but also bars and restaurants, handicrafts, food production, waste disposal, and the infrastructure that supports tourism in destinations

NOTE: A supply chain is system of organizations, people, technologies and activities involved in moving a product or service from supplier to customer. When referring to a tourism supply chain, these products and services are all feeding into the tourism market.

9  **DISTRIBUTE:** Handout #2, **Tourism Supply Chain.** Discuss each bullet listed in the tourism supply chain and explain to participants. Find out from participants if any of the services or products of the supply chain are offered by their conservancy.



TOPIC 2: Tourism product opportunities

Session 1: Core Content (*approximately 40 minutes*).

ASK: Why do people want to visit Namibia?

1 **EXPLAIN:** We need to ask ourselves why people want to come to Namibia instead of going to a neighbouring country or elsewhere in the world. What unique experience does Namibia have to offer?

2 **DISTRIBUTE:** A selection of brochures of lodges, tour companies, guest farms, car rentals, etc. from all regions of Namibia. (If you have internet access, also show participants some websites). Divide participants into groups and ask them to write down the main attractions of their regions (flora and fauna, scenery, special sites and people) on provided cards.

Divide the regions into north-western, north-central, north-eastern, coastal, central and southern regions. Divide a flipchart sheet into 6 blocks and give them each a heading. Now ask participants to stick their cards into the relevant blocks. Discuss.

ASK: What makes Namibia special?

3 Ask groups to once again look at the brochures/pamphlets/flyers and write down catching and descriptive words that are being used. Ask groups to use these words (and add their own) to market their lodge, campsite or other tourism business in their conservancy. The participants then vote which group came up with the best description of their enterprise.

3 **EXPLAIN:** Namibia offers many **tourism products** to offer the tourist. Tourism products are those products which can be sold to the tourist, i.e. it can be anything which is able to meet tourist satisfaction. Included are lodging, food and drink, activities, transportation, crafts, etc.

ASK: What tourism product opportunities does Namibia offer?

4 **DISTRIBUTE:** Handout #3, **Namibian tourism products**. Divide participants into groups according to conservancies. Ask them to write down the tourism products on offer in their conservancies. Ask each group to present their answers and write them on a flip chart. (Some suggestions follow.)



Accommodation	Leisure and entertainment
Lodges	Sky diving
Campsites	Hunting
Bed & Breakfast	Hot air ballooning
Hotels	White water rafting
Backpackers	Dune boarding
	4x4 driving
	Quad biking
	Horse trails
	Hiking trails
	Birding
	Star gazing
	Gambling
	Music
Shopping	Heritage and Culture
Crafts	World heritage site
Artefacts	Guides
Art	Rock painting and engravings
Woodcarvings	Museum
Meat products	Traditional Villages
	Traditional dancing
Transportation	Other
Car rental	Tour operators

Session 2: Additional Specialised Training (approximately 30 minutes)

- 1 EXPLAIN:** Many conservancies are quite familiar with Joint Venture Lodges and Campsite. These are two tourism products which generate considerable income to some conservancies.

DISTRIBUTE: Handout #4, **Accommodation capacity by month by category (2010)**. Study the table and answer the following questions:

1. What kind of establishment has the most beds?
2. In which month, overall, were the most beds sold?



TOPIC 3: The tourism 'big picture'

Session 1: Core Content - Tourism in your conservancy (approximately 1 hour)

1 EXPLAIN: The success of Namibia's Communal Conservancy Tourism Sector is something we should sell to the tourism market. Namibia's Communal Conservancy Tourism Sector has achieved conservation and community benefits at a scale never before seen in Africa. Namibia was the first African country to incorporate protection of the environment into its constitution, and the government has reinforced this by giving its communities the opportunity and rights to manage their wildlife through communal conservancies.

NOTE: Today there are 64 registered Communal Conservancies covering 17% of the land area of Namibia, or 144,000 km² of prime wildlife habitat. Some 34 joint-venture lodges and campsites operate in partnership with conservancies, a vibrant and growing part of the destination's tourism profile.

2 DISTRIBUTE: Handout #5, **Sustainable Resource Management Areas of Namibia.** Study the map. Find your conservancy. What tourist attractions are in your conservancy which the tourists visit? Are you close to a national park?

2 EXPLAIN: The wildlife-friendly land-uses are facilitating the recovery and range expansion of lion, elephant, rhino and many other species at a communal land level. Through the facilitation of the Ministry of Environment & Tourism, and with the support of several not-for-profit organisations, this community-based natural resource management initiative has benefited a growing number of Namibian communities for over 20 years now. The core of the initiative is the establishment of joint ventures whereby the communities provide tourism development rights, a commitment to actively manage and protect the natural resources and a desire to become involved in the tourism industry. The investors, vetted by NACSO, bring to the table capital, management expertise and access to the tourism market.

3 DISTRIBUTE: Handout #6, **Main source of income for conservancies in 2009.** Discuss with the group. Make a list of the conservancies present and ask participants to list all the sources of income on the handout which apply to their conservancies. Do they know how many people might be employed in these activities?

4 DISTRIBUTE: Handout #7, **Income from CBNRM activities outside conservancies and income to conservancies, 1994-2009.** In 1994 the income to conservancies was zero and at the end of 2009 it was N\$ 40 million.






DISTRIBUTE: Handout #8, **the main tourism organisations in Namibia.** Explain to participants why these various organizations were established, of what use they are to the conservancy enterprises and why it is useful to register with the appropriate ones. Check whether any enterprises are already registered with any of the organisations.

Session2: Additional Specialised Training – International, Regional and domestic tourism

1 EXPLAIN: We are competing with the best but still need to convince the tourist to rather visit Namibia than any other country. Even at a regional level the tourist should rather want to come and visit Namibia instead of Botswana, South Africa or any other country in the region.

International Tourism (approximately 1 hour)

2 EXPLAIN: International travel can be influenced by the present economic crunch, rising oil prices, N1H1 (swine flu) outbreak, terrorist activities, political unrest, volcanic eruptions, etc. These will all have an effect on how many tourists will come to Namibia.

3 Ask participants to once again look at Handout #1. Now ask them to answer these questions in their groups 

1. What influence would another Icelandic volcanic eruption have on Namibia if the airspace over Western Europe is closed for the whole of August?
2. Would another terrorist attack on the United States with people too scared to fly and also visit the USA have any impact on tourist arrivals in Namibia?
3. What impact would the economic crisis in Portugal, Spain and Greece have on tourist arrivals in Namibia?
4. Would you build another conference centre in Windhoek for workshops and meetings from the Southern African Development Community (SADC) which includes countries like Botswana, Angola and Zambia?

3 EXPLAIN: International tourism trends continuously change. The Namibian tourism market needs to keep abreast of these trends and plan their products accordingly. As discussed earlier, Ecotourism and sustainable tourism are very important to visitors from the northern hemisphere. They would like to know that their visit has a low footprint on the environment and that the communities will benefit directly. They would like to see their visit contributing to the development of the region.

4 EXPLAIN: Most countries experience high and low tourist seasons. This could be as a result of the weather, the school holidays, special holidays



like Christmas, Ramadan, Easter etc. The Namibian market needs to be aware of these international trends and plan accordingly.

Regional Tourism (Southern Africa) (approximately 1 hour)

4 **EXPLAIN:** The highest number of tourist arrivals in Namibia is from neighbouring countries, i.e. from our region. Regional tourism thus plays a major role in Namibian tourism, although the regional visitors often travel in their own cars and do not necessarily utilise the same upper level establishments that the international tourist might use. Arrival from Angola would also not contribute greatly to tourism in the conservancies as Angolans travel to Namibia to visit family and friends, to shop and also for medical treatments, all activities which are focused on urban areas instead of conservancies.

5 **EXPLAIN:** Countries in the regions are working together to promote cross-border parks which are similar in flora and fauna and geology and are jointly managed as conservation areas:

- |Ai-|Ais/Richtersveld Transfrontier Park (north and south of the Orange River covering areas in Namibia and South Africa)
- KAZA (Kavango–Zambezi Transfrontier), the world's largest conservation area and a world-class conservation area straddling Angola, Botswana, Namibia, Zambia and Zimbabwe in the region of the Okavango and Zambezi rivers.

6 **EXPLAIN:** Another tourism product is **Route Tourism**, i.e. a specific route is marketed. This could be a craft route to various craft markets in an area, or on a larger scale, e.g. the Cape to Namibia route, 'the journey becomes the destination'. It is a self-drive route linking Cape Town in South Africa to Windhoek in Namibia.

7 **EXPLAIN:** In July 2011 the Kavango Open Africa Experience Route was launched offering travellers more diverse vegetation than the Okavango Delta itself and a paradise of birds and game. The Route, located in north eastern Namibia, is based on the riverine landscapes of the Kavango, its people, birds and wildlife.



TOPIC 4: Key elements of tourism

Session 1: Core Content, Customer Service (approximately 2 hours)

1 **EXPLAIN:** The People aspect of tourism business is really what it is all about. We need to think of our customers as individuals. Once we think that way, we realise the tourism business is the tourist, not our product or services. Putting all the focus on the product or the services our business offers leaves out the most important component: each individual customer. Your conservancy craft shop or campsite would not exist without customers. And if you have customers, you have to have customer service. Everybody talks about the importance of good customer service, but few seem to follow through on it.

2 **EXPLAIN:** While Namibia has many magnificent and spectacular sites to offer visitors, it is the people of Namibia who can have the greatest impact on the tourist experience, whether they work directly or indirectly in tourism, or simply encounter tourists. This would include the immigration officer at the airport, the petrol attendant filling up the rented vehicle or the teller at the bank and especially the culturally diverse people in conservancies going about their daily activities. Tourism is everyone's Business.

3 **EXPLAIN:** Customer service is the provision of customer service to customers before, during and after they make use of your product or service. Customers have many options and you need to convince them that they should use your service or product and you want to keep them as long as possible. You want the customer to come back or at least tell all his friends about your enterprise. Keeping those individual customers in mind, here are some easy customer service tips to keep in mind when operating your business. It is possible to make the tourists' visit to Namibia a special one whether you own/manage the business or are employed by the business.

4 **EXPLAIN:** Some tips on how to keep the customer happy are discussed below:

Customer Service

- 1. The quality of customer service cannot exceed the quality of the people who provide it.** Think you can get by paying the lowest wage, giving the fewest of benefits, doing the least training for your employees? It will show. Companies don't help customers... people do.
- 2. Realise that your staff will treat your customer the way they are treated.** Employees take their cue from management. Do you greet your employees enthusiastically each day; are you polite in your dealings with them; do you try to accommodate their requests; do you listen to them



when they speak? Consistent rude customer service is a reflection not as much on the employee as on management.

3. **Answer your phone and respond to emails.** Make sure that someone picks up the phone when someone calls your business. The person should identify the business and themselves and then greet the caller. Always answer your emails or any other query within a day.
4. **Don't make promises unless you will keep them.** Reliability is one of the keys to any good relationship including customer service. Tour operators as well as individual tourists need to be able to rely on you to meet their expectations. Tourism itineraries are booked many months, if not years, in advance. The client needs assurance that the product delivered will be the one they requested.
5. **Greet customers when they arrive or walk in the door.** Is it possible they could come in, look around, and go out without ever having their presence acknowledged?
6. **Give customers the benefit of the doubt.** Proving to him why he's wrong and you're right isn't worth losing a customer. You will never win an argument with a customer, and you should never, ever put a customer in that position. Staff needs to be given guidelines for what to say and do in every conceivable situation. People on the frontline of a situation play the most critical role in how your customer experiences your product or service. Make sure the staff knows what to do and say to make that customer's experience a positive, pleasant one.
7. **Listen to your customers.** Is there anything more exasperating than telling someone what you want or what your problem is and then discover that that person hasn't been paying attention and needs to have it explained again? Let your customer talk and show him that you are listening by making the appropriate responses, such as suggesting how to solve the problem.
8. **Be helpful, courteous, and knowledgeable.** The fact that a customer cared enough to ask is all you need to know in trying to accommodate their request. It may be an exception from your customer service policy, but (if it isn't illegal) try to do it. Staff should be given enough information and power to make those small customer-pleasing decisions.
9. **Throw in something extra.** Whether it's a coupon for a future discount, additional information on how to use the product, an offer to start the campfire, or a genuine smile, people love to get more than they thought they were getting. Don't think that a gesture has to be large to be effective.
10. **Want to know what your customers think of your business? Ask them!** Compose a "How're We Doing?" card and leave it at the exit or



register counter, or include it in their welcoming package. Keep it short and simple. Ask things like: what it is they like about the business; what they don't like; what they would change; what you could do better; about their latest experience there; etc. Act on the responses and suggestions and don't just file the cards.

5 **LIST:** Write only the headings of the **10 customer service tips** on a flip chart as you explain each of them. To save time you may prefer to have Flipchart Sheet #3 prepared in advance (laminated for duplicate use).

6 **DISTRIBUTE:** Make a couple of copies of the page and cut out the four blocks on Handout #9, **Customer Service Role play**. Ask participants to form groups of two. The two people in each group may not see the card of their partner. Each person now plays the role according to the card presented to them while the other participants listen. Discuss with the whole group where good customer service was employed and where customer service was lacking. Also suggest alternative kind of responses. Remember the customer is king, unless they become rude and personal.



SELF-ASSESSMENT: Assessing participants' understanding of this Module

Handout #10 comprises a set of questions based on this Module and designed to evaluate the knowledge and skills that participants receiving this training have acquired. It is not intended as a formal test but is meant to help participants assess areas where they have sound knowledge and strong skills, and areas that require further work.

You can either use the questions as the basis of a plenary session with all the participants, or – if more suitable – ask them to write their answers out on some paper that you will provide for the purpose.

Although it will help you personally to modify your training approaches should you be able to discuss their answers with participants, they should not feel compelled to share their responses with you. If they are willing to share their responses, either collectively or individually, then use the information that you gather to assess your own training skills. Also note from participants' responses where these printed training materials might require amendment, for example, if an activity or section of the text is proving problematic.

Please note that there is a set of 'core content questions' that all participants should answer, followed by a set of 'specialised material' questions that are only intended for participants attending the intensive, three-day workshop.



List of Handouts that you should make available for this Module

- MODULE 2.0b, HANDOUT #1: Tourist Arrivals by Nationality and Purpose of Visit, 2009
- MODULE 2.0b, HANDOUT #2: Tourism Supply Chain
- MODULE 2.0b, HANDOUT #3: Namibian tourism products
- MODULE 2.0b, HANDOUT #4: Accommodation capacity by Month by Category (2010)
- MODULE 2.0b, HANDOUT #5: Sustainable Resource Management Areas of Namibia
- MODULE 2.0b, HANDOUT #6: Main source of income for conservancies in 2009
- MODULE 2.0b, HANDOUT #7: Income from CBNRM activities outside conservancies and income to conservancies, 1994-2009
- MODULE 2.0b, HANDOUT #8: The main tourism bodies in Namibia (2 pages)
- MODULE 2.0b, HANDOUT #9: Customer Service Role play
- MODULE 2.0b, HANDOUT #10: Self -assessment

All Handouts are one page only, unless otherwise specified. Please make sure that you make enough copies for each trainee.





NOTES



