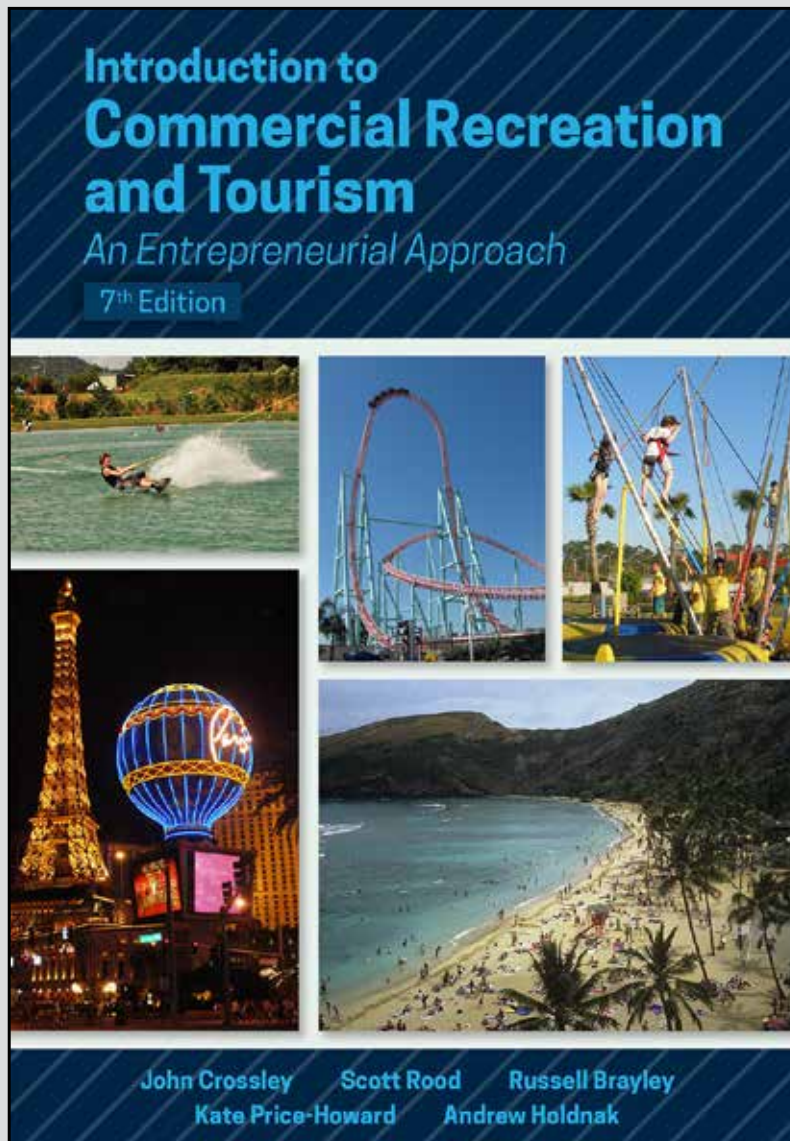


INSTRUCTORS GUIDE



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INTRODUCTION

This instructor's guide is intended for use with the textbook *Introduction to Commercial Recreation and Tourism: An Entrepreneurial Approach*. The guide provides supplemental materials that assist instructors in the class setting. The suggestions and materials included within are not all-inclusive, but may serve to stimulate leadership of the class, design of projects, construction of tests, and, ultimately, facilitation of student learning.

ORGANIZATION OF THE MANUAL

The text is divided into three parts:

- Part I (Chapters 1–3): Introduction to Commercial Recreation and Tourism (CRT)
- Part II (Chapters 4–8): Initiating and Managing a CRT Business
- Part III (Chapters 9–11): Industry Profiles

In this manual, each chapter is divided into the following subsections:

- Introduction
- Objectives
- Suggestions for Class Discussion
- Essay Questions
- Projects

The Appendix of this manual has the following sections:

- Appendix A: Leisure Business Observation Form
- Appendix B: Commercial Recreation and Tourism Industry Report
- Appendix C: Career Assessment in Commercial Recreation and Tourism

Also available:

- Chapter PowerPoints
- Quiz and Test Questions - *Questions are provided for each chapter, and these could also be used for midterm and final exams.*

Chapter Scheduling Suggestions

This text has 11 chapters, so if your course is scheduled for 15 or 16 weeks, then we offer some suggestions to help you utilize the time.

1. Chapter 4 “Starting the Commercial Recreation and Tourism Enterprise” is one of the longest chapters and definitely the chapter most deserving to be allocated an extra week or two. This is especially true if the major project for students is to develop a CRT Business Concept Plan.
2. Chapter 9 “The Travel Industry” can also benefit from an additional week because it has a lot of travel and tourism concepts in addition to the industry reviews.
3. Chapter 3 “The Nature of Commercial Recreation and Tourism” is often underappreciated by students, but is a key chapter for students to understand concepts related to success in CRT.
4. If students have a CRT Business Concept Plan as their major course project, then the last two weeks could be used for student reports to class.

1

What Is Commercial Recreation and Tourism?

INTRODUCTION

The history of commercial recreation and tourism (CRT) reveals the fluctuation of business-oriented leisure with the changes of civilization. The historical origins of recreation and tourism differ from a public and private standpoint. Three components of the private sector are interrelated but have their own unique identities as industries for local commercial recreation, travel/transportation, and hospitality. Data regarding leisure spending show the tremendous economic impacts of this growing industry. This chapter also highlights the role of government in CRT.

OBJECTIVES

- Understand the key historical background of CRT.
- Define the scope of CRT.
- Understand definitions of key terms such as *commercial recreation*, *commercialized public recreation*, *entrepreneurial recreation*, and *tourism*.
- Understand the key components of the CRT industry.
- Differentiate between private and public agency provision of recreation and tourism.
- Understand expenditure trends in CRT.
- Identify key economic, social, and environmental impacts of CRT.
- Understand the role of government in CRT.
- Understand how disruptive technologies have changed parts of the CRT industry.
- Develop an understanding of key trends affecting the CRT industry.
- Understand how a CRT business may provide services and make revenue at each stage of the CRT experience.

SUGGESTIONS FOR CLASS DISCUSSION

1. What types of CRT exist in your hometowns?
2. What historical themes in CRT are still relevant today?
3. How has the CRT industry changed since the terrorist attacks on 9/11/01?
4. Discuss the last leisure experience you had in terms of preparation, costs, and impact.
5. Brainstorm what disruptive technologies might occur in the future.

ESSAY QUESTIONS

1. Discuss the inherent differences between public and private recreation.
2. Trace three key historical patterns in CRT.
3. Discuss the definition of CRT as it pertains to long-term profitability.
4. How do local commercial recreation, travel/transportation, and hospitality sometimes overlap?
5. What are the roles of facilitators in the leisure industry?
6. Discuss the positive and negative effects of CRT development.
7. Discuss the role of government in the leisure industry—particularly tourism.
8. Explain five trends affecting the leisure industry.

PROJECTS

1. From the yellow pages of your local telephone directory, make a list of all the CRT businesses. Which sectors (local commercial, hospitality, travel, or facilitators) are represented most?
2. Visit a local public leisure service agency and explore what relationship exists with private sector business.
3. What CRT industry interests you most? Explain why.

2

The Entrepreneur

INTRODUCTION

The term *entrepreneur* has become more popular due to the rise of many types of small businesses. By understanding what makes the entrepreneur successful, one may strive to develop these skills. This chapter reviews certain traits and learned attributes of an entrepreneur. It also introduces the concept of intrapreneurism. It presents systematic entrepreneurship as a tool for those considering developing a commercial recreation and tourism (CRT) business.

OBJECTIVES

- Define entrepreneur.
- Ascertain key identifiers of entrepreneurial activity.
- Understand ways that entrepreneurs become successful, and use strategies that maintain success.
- Develop an appreciation of the challenges of working in an entrepreneurial setting.
- Understand the concept and application of intrapreneurism.
- Understand the ways to develop an innovative approach and to develop an entrepreneurial concept.
- Develop strategies for successful commercial and entrepreneurial businesses.

SUGGESTIONS FOR CLASS DISCUSSION

1. Identify people you know who seem to fit into the profiles in this chapter. What key success factors can you identify?
2. Discuss each systematic innovation approach and think of new examples.
3. Invite a local entrepreneur to class to reveal ways that his or her business has become successful and how the he or she is planning for the future.
4. Explain at least five of the principles for entrepreneurial management.

ESSAY QUESTIONS

1. Define entrepreneur. Discuss traits of a typical entrepreneur.
2. Explain the elements of systematic innovation and provide an example of each.
3. What challenges do entrepreneurs face, and how might these be overcome?

PROJECTS

1. Select an entrepreneur of your choice and interview this individual.
2. Review an article that describes a successful business entrepreneur. Write a two page paper that tells how the person became an entrepreneur and what he/she thinks are the keys to success..
3. Search for an “Entrepreneur Test” on the Internet and pick one that you can answer and be scored on. Answer each question according to how you really are. Discuss how you matched up to the typical entrepreneur on the basis of this test, plus the characteristics of entrepreneurs covered in the text.
4. Using the observation form provided in Appendix A, visit a local small CRT business and complete the form, and discuss these in class.

3

The Nature of Commercial Recreation and Tourism

INTRODUCTION

This chapter highlights the nature of the commercial recreation and tourism (CRT) industry from a conceptual and economic perspective. Key challenges include dependence on discretionary income, substitution, seasonality, cyclical nature, intermittent nature, and competitive climate. Economic and political challenges include interest rates; foreign exchange rates; economic investments; energy shortages; and terrorism, crime, and civil unrest. Strategies for overcoming a variety of other challenges and barriers to participation must also be developed. Other economic concepts that are discussed include supply and demand, system structure, critical mass, gravity effect, multiplier factor, and the repeat visitor concept.

OBJECTIVES

- Understand the many challenges that CRT businesses face.
- Understand the constraints to participation in recreation and tourism.
- Understand strategies that help a CRT business overcome the many challenges and constraints.

SUGGESTIONS FOR CLASS DISCUSSION

1. Depending upon the region in which this class is taught, you can discuss ways that weather and seasonal fluctuations have affected a local CRT business.
2. Discuss ways that critical mass, phased development, and gravity effect affect the success or failure of CRT businesses in your area.

ESSAY QUESTIONS

1. What ways does dependence on discretionary income affect the success of a CRT enterprise?
2. What is substitution, and how does it affect demand elasticity?
3. How does the seasonal nature of recreation affect CRT businesses?
4. Give examples of how intermittent participation can affect a CRT business.
5. Discuss economic or political challenges to CRT.
6. Explain five economic concepts affecting CRT businesses.
7. Explain five challenges and constraints to participation. Suggest ways to mitigate each.
8. Using a CRT example, discuss how price elasticity affects business.
9. In a zero sum market, how are gains made?
10. Explain the 80/20 principle.
11. What is system structure, and how does it affect the development of a CRT business?

PROJECTS

1. Compare the nature of two CRT businesses in terms of seasonality, cycles, dependence on discretionary income, opportunities for substitution, and competition in the area.
2. Select a type of CRT industry and examine how economic and political problems have affected it and what strategies for overcoming those barriers are typically followed.

4

Starting the Commercial Recreation Enterprise

INTRODUCTION

This chapter presents elements inherent in a start-up business and includes the feasibility analysis, steps to starting a business, and sources for financing the venture. The chapter also reviews alternative ways to start a commercial recreation and tourism (CRT) business.

OBJECTIVES

- Understand the rewards and risks of starting a business.
- Understand how the business concept, competitive differentiation, and image are essential to a successful business.
- Learn where to get sources of information for a feasibility study.
- Understand the elements of a feasibility study.
- Understand where to find financial resources for starting a business and alternative ways to start a new business.

SUGGESTIONS FOR CLASS DISCUSSION

1. Discuss how you feel about the risks and rewards of starting a new CRT business.
2. Pick several well-known local CRT businesses and discuss how each differentiates itself from its competitors.
3. Some people ask family and/or friends to help finance the start of a new business. Discuss the pros and cons of this approach.

ESSAY QUESTIONS

1. Outline the key considerations in developing a sound business concept for a CRT enterprise.
2. What major decisions affect a business concept once developed?
3. Explain the purposes of a feasibility study.
4. How does one secure primary and secondary information in the first step of a feasibility analysis?
5. List and describe the types of decisions that are determined by a feasibility study.
6. Explain market positioning.
7. Explain some of the methods of projecting demand for a business.
8. What are the advantages and disadvantages of external funding of a business venture?
9. What are the chief considerations in gaining credit for a business?
10. Describe several sources of financing a CRT business.
11. What are some creative alternatives to funding a CRT business?

PROJECTS

1. Write a business concept that you have for a CRT business venture.
2. Go to the library or do a Web search to find five sources of information for a potential CRT business of your choice. Cite the references and state the contribution of this information to helping you make a potential decision about going into business.

3. Individual or group project—develop a conceptual plan for starting a CRT business of your choice. *Note: A conceptual plan is not as fully developed as a feasibility study. Because of the limited time available in a single course, it is usually not possible for students to complete a full competition analysis or to do a thorough demand analysis. Likewise, it is typically not possible for students to complete detailed financial statements. Nevertheless, a well-thought-out conceptual plan can easily fill 10 pages or more of thoughtful planning. Have students complete a section for each chapter of the feasibility study, but be willing to accept thoughtful estimates for the Chapter 5 Market Analysis and Chapter 6 Financial Analysis.*

The CRT Business Concept Plan is a great project as the major course project.

5

Financial Management

INTRODUCTION

This chapter emphasizes sound financial management of the commercial recreation and tourism (CRT) enterprise. It explores efficient and effective financial management tools. These include the establishment of sound financial objectives, a system for financial records, and an introduction to basic financial statements. This chapter presents financial planning aspects including break-even analysis, use of financial ratios, and tax and budget issues. It concludes with methods of increasing profit, ways to generate auxiliary revenues, and other financial management issues.

OBJECTIVES

- Identify ways to be efficient and effective in the financial management of a CRT enterprise.
- Understand how to apply financial planning principles.
- Describe key financial objectives inherent in a CRT business.
- Identify key financial records and their uses.
- Understand the basic concepts of the four primary financial statements and how each is used.
- Understand the use of break-even analysis, financial ratios, cash flow management, tax planning, and budgeting in CRT businesses.
- Understand a variety of ways to increase profits and generate alternative revenues.

SUGGESTIONS FOR CLASS DISCUSSION

1. In light of scandals with big corporations, discuss why proper accounting and financial management are important not only to business owners but also to government and the public.
2. Brainstorm ways that different types of CRT businesses can develop alternative revenue sources.
3. For a specific type of CRT business, discuss ways that it can effectively cut costs.

ESSAY QUESTIONS

1. Describe the importance of liquidity and profitability in a CRT business.
2. Explain five reasons to keep good financial records in a CRT business.
3. Differentiate between an income statement, a cash flow statement, and a balance sheet.
4. In a break-even analysis, what is the difference between fixed and variable costs?
5. List and describe some common ratios that are used in analyzing a CRT business.
6. Explain five ways of maximizing profits in a CRT business.

PROJECTS

1. Using the Robert Morris Agency (RMA) Annual Statement Studies or another source of financial ratios, compare several CRT industries. Discuss reasons why the ratios differ between the selected CRT industries.
2. Compare three CRT businesses: a sporting goods store, a river rafting company, and a theme park. Discuss the possible ways of maximizing profits in each industry.

6

Marketing in Commercial Recreation and Tourism

INTRODUCTION

This chapter introduces the concept of marketing in the commercial recreation and tourism (CRT) enterprise. This chapter applies the classic marketing mix to the unique settings of the CRT industry. It explains differences between goods and services, as well as explains the diffusion curve and the product life course. It includes customer service techniques, as well as other topics and strategies.

OBJECTIVES

- Identify benefits that are often sought in a CRT product.
- Understand differences between goods and services.
- Understand how product development, product diffusion, and product life course relate to marketing in CRT.
- Understand and be able to apply each aspect of the marketing mix to a CRT enterprise, including pricing strategies, distribution channels, and promotional strategies.
- Understand how to provide excellent customer service and handle customer complaints.

SUGGESTIONS FOR CLASS DISCUSSION

1. Discuss benefits that might be sought by different market segments who are all customers for a particular product or service.
2. Discuss what types of pricing strategies students have observed recently.
3. Invite a CRT industry guest speaker to share how marketing is used in his or her industry.
4. Discuss ways that students have provided excellent service or handled customer complaints.
5. Show various Web pages and discuss what is or is not effective marketing.

ESSAY QUESTIONS

1. Discuss the advantages of being consumer oriented (developing products based on consumer needs) rather than producer oriented (developing products based on what the company does well).
2. Identify all of the costs that should be considered as part of the full price of a Caribbean cruise.
3. Compare the benefits that parents and children, respectively, seek from a resort recreation program.
4. What types of CRT businesses are best suited to (a) intensive distribution, (b) selective distribution, and (c) exclusive distribution? Why?
5. How does the process of product development influence the development of a promotional strategy?
6. At what stage of planning the season's activity program should the marketing director of a resort be involved with the recreation staff? Why?
7. What would you do if a customer came to you with a complaint that the restrooms are dirty at the water theme park where you are the assistant manager?
8. What would you do to ensure positive publicity for a big concert at your outdoor amphitheater?

PROJECTS

1. Critically review the marketing plan and/or activities of a local CRT business. Offer suggestions for more efficient and effective marketing.
2. Record an evening of television programming. Run the tape, but fast-forward through the shows. Watch the advertisements. For each advertisement, identify the intended audience, articulate the promotional message, and decide which stage of the advertising spiral it represents.

3. For a CRT business of your choice, what will you do for pricing strategy, strategy for allocation and distribution, and promotional strategy? Be specific with ideas adapted to your particular business.

7

Operations Management

INTRODUCTION

This chapter covers the day-to-day management of commercial recreation and tourism (CRT) enterprises with specific emphasis on fundamentals of success, ethics, human resources management, asset management, risk management, and information technology.

OBJECTIVES

- Develop an operational definition of management.
- Identify key characteristics of successful managers.
- Embrace the value of ethical business practices.
- Understand key components of human resources management in a CRT business setting.
- Understand the challenges of supervising part-time employees.
- Understand key components of asset (facility) management including maintenance, scheduling, and security.
- Identify ways to manage risk in an organization.
- Become knowledgeable about ways to engage information technology in the workplace.

SUGGESTIONS FOR CLASS DISCUSSION

1. As a group or class, identify operational problems that students have experienced during their participation in CRT activities or experiences.
2. Select a CRT business and discuss what strategies would be best for hiring, training, motivating, and supervising part- or full-time personnel.
3. How does a facility manager handle security within an operation?
4. What are key risk factors when operating a CRT business, and how can they be mitigated?

ESSAY QUESTIONS

1. Explain the “New Fundamentals of Success” identified by the U.S. Chamber of Commerce.
2. How can a CRT business combat problems inherent in the use of part-time and seasonal labor?
3. What are the key components of a sound facility management system?
4. What are methods of analyzing risks inherent in a CRT enterprise?
5. Explain five strategies for reducing risks in the areas of personnel, facilities and equipment, and programs.

PROJECTS

1. Visit a CRT business of your choice and note the condition of facilities. Give special attention to any aspect that might be likely to present a risk to customers and/or employees.
2. For a CRT business, make a list of 15 items that should be done for facility maintenance, crowd control, security, and safety. List at least three ideas for each category.
3. Interview five other students who have worked summer jobs in recreation or tourism, and compile a list of the strategies that their organizations used to keep summer employees motivated and productive for the summer season.
4. Visit a CRT business and discover how many ways they utilize computer technology.

8

Commercial Recreation and Tourism Programming

INTRODUCTION

Commercial recreation and tourism (CRT) programming can be used as a primary service, a supporting amenity, and a revenue-generating amenity. This chapter reviews the program process, providing examples from the field. It presents special types of programs including special events, food and beverage events, entertainment events, resort programming, and trips and tours. This chapter also provides many procedural outlines related to the unique programming aspects of CRT.

OBJECTIVES

- Identify ways the programming process is used in the CRT setting.
- Understand the nuts-and-bolts programming process as applied to the CRT field.
- Learn program planning techniques and tips for several types of CRT programs.

SUGGESTIONS FOR CLASS DISCUSSION

1. Brainstorm examples of ways that CRT businesses, particularly those that do not use programs as their primary service, creatively implement programming.
2. Discuss how a business that does not actively offer recreation programs can creatively use “facilitating.”
3. Pick a recreational activity and discuss how a CRT business might offer it in a variety of methods by adapting its program format, frequency, duration, skill level, and group size.

ESSAY QUESTIONS

1. Describe the types of and purposes for recreation programs in CRT enterprises.
2. How can a CRT business implement the “facilitation” approach to programming? Give several examples.
3. Explain how the practical programming process differs from the traditional program planning process.
4. Explain 10 management or planning considerations for one of the following types of programs: special events, food and beverage events, entertainment events, resort programs, or trips and tours.

PROJECTS

1. Develop a planning checklist like the one in Figure 8.3 for a program of your choice.
2. Visit several local CRT businesses and find out how they use programming to improve business.
3. For a CRT business of your choice, conceptually develop 10 recreation programs and/or events that will enhance the business. List at least three that are primary services, at least three that are supporting amenities, and three that are intended to make a direct profit.

9

The Travel Industry

INTRODUCTION

The travel industry comprises many types of businesses that transport people for leisure and/or business purposes. Classic travel industries include airlines, cruise lines, rail lines, and auto rental companies. Industries that facilitate travel include travel agencies, tour companies, and state and local travel councils. This chapter includes profiles of these industries. It also covers travel trends and expenditures, travel psychology and behavior, and travel industry issues.

OBJECTIVES

- Understand the major components in the travel industry.
- Understand key concepts related to travel psychology and behavior.
- Understand important issues in the travel and tourism industry including the role of government, rural tourism development, and ecotourism.
- Understand the framework, trends, and general operation of several key travel industries.

SUGGESTIONS FOR CLASS DISCUSSION

1. Using Plog's model, discuss where students would fit on the scale. Do they have friends or relatives who would fit into a different category? Why?
2. How have recent events (terrorism, politics, economics, etc.) affected travel and tourism trends?
3. How have students experienced authentic ecotourism as opposed to "eco-sell" tourism?
4. For any of the travel industries, discuss the keys to success in those industries. What are some common threads to success?
5. What changes have occurred in the various travel industries since this edition of the text was written (2018)?

ESSAY QUESTIONS

1. Define the following terms: *travel*, *tourist*, *tourism industry*, *tour*.
2. Explain the differences in a 1-, 2-, 3-, and 4-stage travel sales distribution system.
3. Explain major trends in domestic travel, international travel, business versus pleasure travel, and weekend travel.
4. What are the major barriers to travel, and what strategies for overcoming these barriers may be used?
5. How do allocentric travelers (or destinations) differ from psychocentric ones?
6. What important issues face the travel industry now?
7. For any of the many categories of travel businesses, what are the
 - a. historic roots of the industry;
 - b. major market segments;
 - c. major revenue sources;
 - d. descriptions of predominant services;
 - e. key operational trends;
 - f. predominant marketing techniques; and
 - g. opportunities for employment?

PROJECTS

1. Organize a field trip to a travel industry business, such as a tour company or airport, to tour the facilities and interview the manager.
2. Complete the Commercial Recreation and Tourism Industry Report for one travel industry (see Appendix B.
Note: This is also a good idea for a term paper.

10

The Hospitality Industry

INTRODUCTION

The Hospitality Industry is a huge industry that includes many types of lodging properties, different types of resorts, different types of restaurants and food services, and also spas. Each of these is profiled in the chapter. Also included are industry trends and a section about resort development.

OBJECTIVES

- Understand the major components and trends in the hospitality industry.
- Understand basic concepts related to resort development.
- Understand issues such as the role of government lands in tourism destinations and local tourism development.
- Understand the framework, trends, and general operation of hospitality businesses such as hotels, restaurants, and resorts.

SUGGESTIONS FOR CLASS DISCUSSION

1. How have recent events (terrorism, economics, etc.) affected the hospitality industry?
2. Think about favorite resorts and discuss what classification of resort they might be, whether or not they are successful, and why they have or have not been successful.
3. For any of the types of hospitality industry businesses, discuss keys to success in those industries. What are some common threads to success?
4. What changes have occurred in various types of hospitality industry businesses since this edition of the text was written (2018)?

ESSAY QUESTIONS

1. Explain the different categories of resorts.
2. Why are resorts developed?
3. What are three important trends in resorts?
4. For any of the types of hospitality industry businesses, ask students to report the
 - a. historic roots of the industry;
 - b. major market segments;
 - c. major revenue sources;
 - d. descriptions of predominant facilities, programs, or services;
 - e. key operational trends;
 - f. predominant marketing techniques; and
 - g. opportunities for employment.

PROJECTS

1. Organize a field trip to a hospitality industry business to tour facilities and interview the manager.
2. Complete the Commercial Recreation and Tourism Industry Report for one industry (see Appendix B). *Note: This is also a good idea for a term paper.*

11

Local Commercial Recreation

OBJECTIVES

- Understand the differences in the three major categories of local commercial recreation: recreation activity providers, entertainment providers, and recreation product retailers.
- Understand the nature, trends, and general operation of local commercial recreation business types such as theme and amusement parks, family entertainment centers, golf and country clubs, health and fitness centers, sports retailers, and special event companies.

SUGGESTIONS FOR CLASS DISCUSSION

1. How have recent events (terrorism, politics, economics, etc.) affected local commercial recreation businesses?
2. Which types of local commercial recreation businesses can also be important parts of the attraction of a tourism destination?
3. For any number of local commercial recreation businesses, discuss keys to success in those industries. What are some common threads to success?
4. What changes have occurred in local commercial recreation business since this edition of the text was written (2018)?

ESSAY QUESTIONS

1. Explain the different categories of businesses that serve golfers, fitness enthusiasts, theme and amusement park participants, and family entertainment seekers.
2. For any of the local commercial recreation businesses, ask students to report the
 - a. historic roots of the industry;
 - b. major market segments;
 - c. major revenue sources;
 - d. descriptions of predominant facilities, programs, or services;
 - e. key operational trends;
 - f. predominant marketing techniques; and
 - g. opportunities for employment.

PROJECTS

1. Organize a field trip to a local commercial recreation business to tour the facilities and interview the manager.
2. Complete the Commercial Recreation and Tourism Industry Report for one industry (see Appendix B). *Note: This is also a good idea for a term paper.*

APPENDIX A

LEISURE BUSINESS OBSERVATION FORM

1. Name of Business

Phone:

Address:

Website:

Contacts including e-mail:

2. Type of Business:

3. Description of Primary Products and/or Services

4. General Purpose/Mission Statement:

5. Legal Organization Status (proprietorship, partnership, corporation):

6. History (how the business began):

7. Specific Target Markets:

8. Revenue Sources:

9. Staff (types of professional positions):

10. Marketing Efforts:

11. Other Observations and Comments:

APPENDIX B

COMMERCIAL RECREATION AND TOURISM INDUSTRY REPORT

Investigate one type of commercial recreation and tourism industry in depth. Have the instructor approve your topic in advance. The report should answer two major questions:

- (A) What is the status of the industry in the U.S.?
- (B) What are the keys to success for a typical enterprise?

Suggested content:

A. General Status of the Industry

- Origin of industry and growth
- U.S., state, and/or local participation and expenditure levels
- Profile of target markets
- Leading corporations or companies involved
- Professional organizations
- Trade publications
- Significant trends
- Career opportunities

B. Keys to Success

- Typical start-up financial sources
- Location strategies
- Primary revenue sources
- Facilities, programs, and services
- Best ways to differentiate from competitors
- Key staff positions, especially management positions
- Key operational methods
- Marketing strategy (includes pricing strategy)
- Off-peak or off-season strategy
- Auxiliary revenue sources (food, drink, retail, services, etc.)

Use a variety of sources in developing the report. In addition to the usual Web and library sources, the following are recommended:

- Interviews with commercial operators or managers
- Trade publications (usually available from the managers)

Present a 10- to 15-minute oral report to the class during the course. Include a one- to two-page fact sheet summary of your report for distribution to each class member. If selecting an industry that is covered by a section of the text, then develop your report as an update of the text, pointing out significant changes, if any. Include at least three references that are different from those used in the text or use an updated version of the text source. Fully cite all references.

Note: If students choose to report on a CRT industry that is a major industry (e.g., hotels, airlines, fitness clubs, country clubs, travel agencies, cruise lines, sporting goods retailers, restaurants), it is likely to be well covered by major data sources (U.S. Census Bureau, major trade associations, IBISWorld Industry Reports, etc.). On the other hand, specialized CRT industries (martial arts studios, ecotourism companies, special event companies, scuba retail shops,

wedding planners, river rafting companies, nightclubs, etc.) may not be covered well by traditional industry data sources. In such cases, it is essential that contacts be made with industry experts such as owners and managers of the businesses. These people often have access to industry data through trade association publications and websites that students cannot usually access. They may be willing to share key information about their own business that they would not share with a competitor, but if not, students must respect the expert's wishes.

Because of the difficulty in gaining key data about specialized CRT industries, it is essential that students allow extra time to collect information for their report. If they snooze, they lose!

APPENDIX C

CAREER ASSESSMENT IN COMMERCIAL RECREATION AND TOURISM

Instructions: This is an exercise in developing a strategy for career exploration. Respond to the points requested in the career model and summarize your key skills needed.

Self-Assessment: List your interests, values, and motivation for employment and life in general. Then list 6-month, 5-year, and 10-year goals. List skills you have currently.

Career Interests:

Personal Values:

Motivation:

Career Goals:

Skills Possessed:

Career Exploration: Briefly list your work experiences, job research, career contacts, educational planning, workshops, and other means you have used for career development.

Reality Testing: How have you already tested the job possibilities in the field?

Job Search Strategy: List the steps you need to take to develop a strategy for the job. Use information you have received in class and from placement offices.

Future Steps: What skills do you need to develop further? What efforts will you make to find job opportunities? How will you pursue those opportunities?