



BUSINESS SUPPORTS GUIDE



Fáilte Ireland
National Tourism Development Authority



Supporting the Development of a World Class Industry

Without adequate development of managers and their teams, it has been accepted that a modern economy cannot maintain its competitiveness and that organisations cannot be sufficiently flexible to respond to the rapidly changing circumstances.

Given the current macro environment, the Irish tourism industry needs to adapt and build capability to withstand current and future challenges. The strategic imperative of Fáilte Ireland's Enterprise and Hospitality Development Unit is to respond to these needs and 'support the development of a world class industry' by:

- ➔ Enhancing overseas sales and marketing skills
- ➔ Building on key channel management and revenue management skillsets
- ➔ Surmounting the over-reliance on the domestic and Great Britain market in volume terms

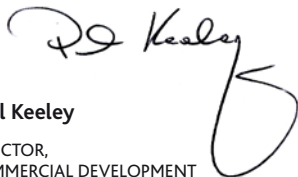
We strive to ensure that the industry remains competitive and has great skills in product and service development, revenue management and strong overseas sales/marketing skills. We wish to advance the tourism industry so that it has an unrivalled understanding of its source markets in terms of consumer and buyer needs and has the skills to build a balanced sales mix so that risk is diversified.

With the launch of the new Food Strategy 2018-2023, Fáilte Ireland is also endeavouring to ensure that the Irish industry continues to operate in a 'best-in-class' manner, constantly evaluating and evolving our food offerings in line with consumer preferences and tourist feedback.

In 2017 we worked with over 325 businesses on building sales capability and almost 2500 businesses on improving business performance. In terms of assisting businesses prepare for Brexit, close to 500 business and 800 individual clients have availed of the 'Get Brexit Ready' suite of supports. In addition, over 600 businesses and 3150 clients have attended the Service Excellence programme enabling a step change in service standards within the industry.

In summary, we in the tourism industry need to work every angle if we are to sustain tourism growth – and the jobs and revenue generated in recent years. This means that we need to be a much more agile sector. Businesses need to recalibrate towards newer markets and work hard to maintain and improve product and service delivery. Fáilte Ireland will provide the most up to date and relevant training, insights and skills development to help.

We look forward to working with you in 2018 and hope you benefit from the extensive portfolio of solutions and supports we have on offer.



Paul Keeley

DIRECTOR,
COMMERCIAL DEVELOPMENT
FÁILTE IRELAND



Introduction

The Fáilte Ireland Enterprise and Hospitality Development's suite of business supports will assist you and your business to build sales capability, improve business operations to maximise revenue and consistently deliver an exceptional visitor experience.

This guide presents and summarises the supports available in four key areas;



This guide is designed as a reference manual to help you identify and choose a support that is most relevant to you given the current business challenge you are facing. No matter what size of business you are, there will be a support suitable available.

The Fáilte Ireland Enterprise and Hospitality Development team can be flexible and responsive to your business needs. This reference guide is not an exhaustive list of the supports available so if you have any queries or wish to discuss any of the supports in more detail, all the contact information you need is in the **Meet the Team** section at the back of this guide.

These tourism industry focused supports and workshops are complemented by a comprehensive online knowledge hub hosted on the Fáilte Ireland website and consists of a wide range of supplementary resources, tools, tips and templates.

To book or register for any of the supports please log onto the Fáilte Ireland Trade Portal <https://tradeportal.failteireland.ie/>

Drive Business Performance

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The supports in this section will help you to continually improve performance, introduce better revenue and cost management practices whilst maintaining a focus on service delivery.

Summary of Supports

REF	PROGRAMME TITLE	DESIGNED FOR...	DURATION	FEE (Ex VAT)	PAGE
DP01	Hospitality and Tourism Executive Development Programme	Senior Executives in the hospitality and tourism sector who are ambitious and are looking to acquire the competencies they need to lead their organisation through the evolving tourism landscape. Participants will be senior level leaders with decision-making capacity within their organisation.	5 Modules	€5,000 (50% will be subvented by FI on selection)	2
DP02	Service Excellence – Fáilte Ireland Accredited Programme	All front facing employees, supervisors and managers in your business who come into daily contact with the visitor and have the responsibility to provide excellent customer service.	1 Day or 1.5 Hours online	Fee on Request	3
DP03	Suite of Revenue Management Programmes - Accommodation	With four different levels of training aimed at various levels of responsibility in their property, this suite of revenue supports targets all those associated with the Revenue and Distribution function of the business.	Various	Various	4
DP04	Capacity, Pricing and Revenue Management Programme for Visitor Attractions	General Managers, Financial Controllers, Revenue Managers and Sales and Marketing Managers i.e. the 'decision makers' who are or will be responsible for the design and implementation of a revenue management strategy within the attraction.	1 Day	€100	6
DP05	CRM Database Management	Individuals in small and medium sized businesses who are directly responsible for marketing and using data to sell effectively.	1 Day	€100	6
DP06	Get GDPR Ready (General Data Protection Regulation)	Tourism business owners and managers who need an overarching understanding of how GDPR impacts on their business and the steps needed in order to be compliant when it becomes law on May 25, 2018.	1 Day	€100	7
DP07	The Financials of Extending Your Season	Small business owners who are considering extending their season and want to work out if it is financially viable to do so.	1 Day	€100	7
DP08	Pricing and Cost Management	Business owners or managers who want to gain more detailed knowledge of the elements required to operate a profitable commercial business i.e. fully understand your P&L; revenues and costs; and pricing your product or service and managing profitability.	1 Day	€100	8
DP09	Enhancing Your Management & Supervisory Skills	Supervisors/Managers with responsibility for managing staff/teams.	2 Days	Fee on Request	8
DP10	Developing Standards of Performance	Supervisors/Managers with responsibility for developing and implementing performance standards within your business.	2 Days	Fee on Request	9
DP11	Champions Programme	Designated individuals within tourism and those in general service businesses and community groups i.e. anyone who may come in contact with visitors.	3 Hour workshop	Fee on Request	9
DP12	Taste of Place - Visitor Attractions	The chef and team members responsible for food preparation and presentation, menu development and food and drink ordering.	4 Days	Fee on Request	10
DP13	Online Business Supports – Tools, Tips and Templates	Individuals wishing to enhance the performance of their business and help their business become more competitive.	N/A	N/A	10

DP01 Hospitality and Tourism Executive Development Programme

DESIGNED FOR...	Senior Executives in the hospitality and tourism sector who are ambitious and are looking to acquire the competencies they need to lead their organisation through the evolving tourism landscape. Participants will be senior level leaders with decision-making capacity within their organisation.	FEE (ex VAT): €5,000 (50% will be subvented by Fáilte Ireland on selection)
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MODULE 1 0.5 Days Business Diagnostics Framework	Introduction to a modern business diagnostic framework for the tourist sector
	Application of this framework method to your own business
	Learn to resolve organisational and operational issues identified through the application of the framework, supported by an individual mentor

MODULE 2 1.5 Days Strategy and Business Planning	Develop an understanding of the key elements, structure and format required for producing an actionable business strategy
	Create a strategic plan for your organisation
	Acquire the ability to convert the focus and direction of the strategic plan towards operational plans

MODULE 3 1 Day Leadership	Understand your own personal leadership style and the impact it has on your teams
	Enhance practical leadership skills, awareness and judgement
	Complete a psychometric assessment to evaluate your personal leadership style
	Understand motivation within teams and how to influence behaviour

MODULE 4 1.5 Days Sales and Marketing	Formulate a Sales and Marketing approach for your business based on customer, competitor, segment, market and company analysis
	Explore digital marketing, international sales strategies, the role of online travel agencies, market segmentation, brand marketing and market sources
	Develop an International Sales Strategy for your business

MODULE 5 1.5 Days Finance	Develop the financial knowledge to understand and analyse financial accounts
	Analyse your own financial performance and review future strategic positioning
	Apply tools to prepare financial business plans to inform future financial decisions
	Understand financial benchmarks and performance criteria for the hotel and tourism industry

MODULE 6 1.5 Days Implementation Strategy	Translate strategic planning concepts into actionable steps for your business
	Apply business principles to address the issues identified by the business diagnostic exercise through concrete plans
	Acquire the ability to implement, monitor and measure a strategic plan for your business

MODULE 7 0.5 Days Mentoring and Support	You will be provided with individual business mentoring and support within your organisation on completion of the programme
	You will be provided with guidance in the application of learning within your organisation
	The Business Diagnostic Framework will help you identify and resolve business priorities

DP02 Service Excellence – Fáilte Ireland Accredited Programme

To ensure Ireland remains competitive in the international market place, consistency in delivering 'world class' customer service should be a priority for all tourism businesses. Fáilte Ireland have now put a programme in place whereby individuals, businesses and destinations can receive a recognised accreditation for Service Excellence.



The benefits of your staff completing this programme include:

- ➔ Improved customer relationships and customer satisfaction
- ➔ Reduced complaints and/or better handling of complaints by all staff
- ➔ New operational standards and efficiencies for the business through better service
- ➔ Increased sales through up-selling and cross-selling techniques.

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
DP02	All management and front facing staff in your business who come into daily contact with the visitor and has the responsibility to provide excellent customer service.	<p>OPTION 1 Face to face learning facilitated by a highly experienced trainer.</p> <p>An introduction to the Fáilte Ireland key "Programme Brands" relevant to the workshop area</p> <hr/> <p>The Service Excellence philosophy</p> <hr/> <p>Standards and the complete customer journey through your business</p> <hr/> <p>Up-selling and cross selling your business and destination to the visitor</p> <hr/> <p>Cultural awareness for achieving excellence in customer service</p> <hr/> <p>Handling complaints correctly</p>	1 Full Day	Fee on Request
	All management and front facing staff in your business who come into daily contact with the visitor and has the responsibility to provide excellent customer service.	<p>OPTION 2 New online learning option including interactive participation in customer service training content and recall test. Training content as above.</p>	1.5 Hours	Fee on Request

Service Excellence Accreditation for your staff, your business and your destination

INDIVIDUAL AWARD	BUSINESS AWARD	DESTINATION AWARD
Upon completion of the full day workshop or online Service Excellence Programme, each participant will receive an individual certificate.	<p>75% of the front facing staff will have completed either the full day workshop or online Service Excellence Programme.</p> <p>The Business will receive a Certificate and each individual employee who has completed the programme will receive a Service Excellence pin/badge.</p>	A destination or community will be awarded Service Excellence accreditation on meeting the criteria of agreed key businesses in the area having achieved the business award and the completion of an agreed number of community awareness workshops.

DP03 Suite of Revenue Management Programmes for Accommodation Providers

Each individual will complete the Fáilte Ireland skills barometer which will assess current skills and competence level ensuring that the level of workshop applied for will be of optimum benefit to the individual and their business.

DP03a Foundation Level – Revenue and Distribution Management - Accommodation Providers

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
DP03a	Business representative who <i>inputs daily</i> into the revenue and distribution management process of the business.	Revenue and distribution management definitions and objectives	1 Day	€100
		Key revenue and distribution terminology		
		Metrics used in revenue and distribution management		
		Pricing – key points for consideration		
		Reading demand for your business		
		Top 5 actions for implementation		

DP03b Level 1 - Revenue and Distribution Management - Accommodation Providers

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)	
DP03b	Business representative who is <i>beginning to manage</i> daily a basic revenue and distribution management process and will input into optimum pricing, rate control and key metrics analysis.	Day 1	Revenue and distribution management definitions and objectives	2 Days	€200
			Structure and process		
			Measurements used in revenue and distribution management		
			Pricing – key points for consideration		
			Rate types, rates parity and rate integrity		
		Day 2	The distribution landscape		
			Optimisation of your distribution channel mix		
			What data you need to collect and analyse		
			Demand forecasting and metrics to include how you categorise		
			Demand months and revenue objectives		
			Setting the process and frequency for rate control		
			Reporting tools available to support rate optimization		
			How to run successful revenue meetings		

DP03 Suite of Revenue Management Programmes for Accommodation Providers [continued]

DP03c Level 2 - Revenue and Distribution Management - Accommodation Providers

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)	
DP03c	Business representative who is <i>directly responsible</i> for improving rate and occupancy performance and whose KPI is an increase in overall room revenue.	Day 1	Revenue management as a business process	2 Days	€200
			Market mix, business mix, channel mix – the metrics of your business		
			How segmentation can inform the sales and marketing process and in turn enable you to drive increased revenue for your hotel		
		Day 2	Channel mix review and target setting		
			Account managing suppliers		
			Brand web – tips for managing successfully		
			Mobile devices and their growing relevance		
	GDS channel – a snapshot of how to maximise business from this channel				
	Revenue meetings				

DP03d Strategic Masterclass – Revenue and Distribution Management - Accommodation Providers

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
DP03d	Business representative who is the <i>key decision maker</i> within the property and oversees the design and implementation of a revenue management strategy to maximise profit.	New trends and innovations in revenue management and what this could mean for the bottom line in your business	2 Days	€200
		The importance of data and how this impacts on revenue and distribution strategy		
		Understanding of Cost Per Acquisition (CPA), what it is, how it works and what it really means for your business		
		The costs involved when it comes to realising the net profit on a room booking, whether you receive the booking directly or indirectly, and by what source		
		Key performance indicators and measurement tools		

DP04 Capacity, Pricing and Revenue Management Programme - Visitor Attractions

Each individual will complete the Fáilte Ireland skills barometer which will assess current skills and competence level and ensure that the level of workshop applied for will be of optimum benefit to the individual and their business.

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
DP04	Business representative who <i>inputs daily</i> into the revenue and distribution management process of the business.	Why revenue management is so important for attractions	1 Day	€100
		The importance of putting in place a revenue management system in your business right now		
		How to read metrics and generate reports		
		The importance of measuring capacity		
		The data you must capture and consider for setting direct and indirect booking prices		

DP05 CRM and Database Management

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
DP05	Individuals in small and medium sized businesses who are directly responsible for marketing and using data to sell effectively.	The most relevant data to capture that will help inform the experience you offer, your sales and your price	1 Day	€100
		The value of having a CRM system		
		The CRM options available from the most basic to the most sophisticated		
		How to read the data and interpret the trends within your business to inform future sales and marketing activity		
		The impacts of CRM on your business bottom line and the various ways that you can use your data including pre-marketing messaging; customised booking confirmations; in room messaging; building positive customer experiences and boosting reputation		

DP06 Get GDPR Ready (General Data Protection Regulation)

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
DP06	Tourism business owners and managers who need an overarching understanding of how GDPR impacts on their business and the steps needed in order to be compliant when it becomes law on May 25, 2018.	GDPR background and terminology	1 Day	€100
		Role definitions and responsibilities		
		How GDPR affects your marketing activities		
		Privacy by default		
		The dos and don'ts of managing data		
		Contacting customers by phone and email		
		Policies and procedures to meet GDPR requirements		
		How to manage data risk		
		Data subject rights		
This practical and interactive workshop will also focus on addressing the questions and concerns you and your business may have regarding GDPR.				

DP07 The Financials of Extending Your Season

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
DP07	Small business owners considering extending their season and want to work out if it is financially viable to do so.	How to examine your own business model so that you can understand what elements can be adjusted to allow your business to remain open longer while being cash flow positive	1 Day + 1:1 Follow-up	€100
		Costs and revenue streams in your business, how these arise and their relationship to each other		
		Breakeven point – its significance to your business and how to calculate it		
		Pricing and its relationship to cost, volume and profit - the impacts of price increases or reductions on volume and profit		
		Cost effective ways to remain open in the off season, demonstrated with actual industry examples		
		Top tips for minimising your operational costs in the off season and overcoming financial related barriers to opening longer		

DP08 Pricing and Cost Management

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
DP08	Business owners or managers who want to gain more detailed knowledge of the elements required to operate a profitable commercial business.	This practical training programme will help you understand the components of operating a commercial business, i.e. fully understanding your costs and revenue. You will learn the difference between a P&L and cash flow and the impact of business decisions on both of these. Key content includes:	1 Day	€100
		Managing Costs Techniques to control all costs including procurement, buying, labour, marketing, sales, admin, distribution and energy		
		Managing Revenue Running your business more commercially by examining all possible funding and revenue opportunities		
		Metrics Setting key performance indicators for your business including analysis of breakeven, sensitivity checks, P&L, budgets and cash flow		

DP09 Enhancing your Management and Supervisory Skills

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
DP09	Supervisors/Managers with responsibility for managing staff/teams.	Roles and responsibilities as supervisors/managers within the business	2 Days	Fee on Request
		How to communicate effectively		
		Developing leadership skills		
		How to motivate your team		
		Delegation skills		
		The principles and application of "Belbin's" team roles explained		
		Providing effective feedback on performance		
		Cultural awareness		

DP10 Developing Standards of Performance

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
DP10	Supervisors/Managers with responsibility for developing and implementing performance standards within your business.	Introduction to Service Excellence	2 Days	Fee on Request
		Introduction to standards of performance (SOPs)		
		Setting standards of performance		
		Managing standards of performance		
		Applying standards of performance		
		Measuring standards of performance		
		Delivering a fond farewell		
		Encouraging customer feedback		

DP11 Champions Programme

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
DP11	Designated individuals within tourism and those in general service businesses and community groups i.e. anyone who may come in contact with visitors.	An introduction to the Fáilte Ireland key "Programme Brand" relevant to your area	3 Hour workshop	Fee on Request
		Understanding the programme 'brand promise'		
		The role and benefits of becoming a Champion		
		Identifying your customer and understanding their needs		
		Building rapport with visitors		
		Know your area – familiarise yourself with existing and new experiences		
		Cross selling techniques to help visitors fully discover your area		
		Help those within your business to deliver on the 'brand promise' of the area		

DP12 Taste of Place – Visitor Attractions

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
DP12	Visitor attraction chef and team members responsible for food preparation and presentation, menu development and food and drink ordering.	The programme is designed to support visitor attraction teams in creating and delivering authentic food experience's that are rooted in the local area. The overall aim of the programme is to give the visitor a richer and more authentic quality experience whilst simultaneously increasing the average spend per person at your visitor attraction café/restaurant by;	4 Days	Fee on Request
		➔ Introducing more menu options that reflect the culinary traditions of your local area		
		➔ Sourcing ingredients from local suppliers		
		➔ Linking elements of your food offering		

DP13 Online Business Supports – Tools, Tips and Templates

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
DP13	Individuals wishing to enhance the performance of their business and help their business become more competitive.	Considerations for T&Cs for B2B contracting – accommodation providers	N/A	N/A
		Considerations for T&Cs for B2B contracting – activities and attractions		
		Sample rate agreement – template for accommodation providers		
		Sample rate agreement content for activities and attractions		
		Routes to market – channel landscape overview		
		Strategic sales plan sample template		
This knowledge bank will be continually updated with additional resources				

Build Sales Capability

2



The supports in this section will help you to boost your sales capabilities and strategies in the domestic or international markets.

Summary of Supports

REF	PROGRAMME TITLE	DESIGNED FOR...	DURATION	FEE (Ex VAT)	PAGE
SC01	International Sales Development Programme	Senior business representative responsible for optimising growth from one or more of the following markets - the French, German, Italian, Spanish, US and/or Canadian markets over the next 3 years.	4 Days	€450	12
SC02	China Ready Programme	This programme comprises of three elements: Cultural Awareness suited to front facing operatives, Routes to Market suited to Sales and Marketing teams and Menu Options suited to Kitchen Food Operators.	3 Days	Fee on Request	13
SC03	Optimising Sales from In Market Platforms (Pre Event and at Event)	Individuals who will attend an In Market Sales Event in the next 12 months. Should be willing to invest in 'In Market' platforms.	1 Day	€100	14
SC04	Optimise Sales from In Market Platforms (Post Event)	Individuals who have attended an In Market Sales Event in the last 3-6 months.	1 Day	€100	15
SC05	Understanding B2B pricing for Activity Providers and Attractions	Individuals who will attend an In Market Sales Event in the next 12 months.	Half Day & 1:1 follow up	€100	15
SC06	Optimising Business from a Familiarisation Trip Opportunity	Individuals who will engage with Fáilte Ireland hosted familiarisation visits by international media, tour operators and buyers i.e. the person who will directly host the visit.	Half Day	€60	16
SC07	Boosting Online Sales Growth	Individuals who are responsible for optimising the online presence of your business and for advancing your sales capability in international markets.	1 Day	€100	16
SC08	Online Supports - Know your Market and Insider Tips	Individuals who are responsible for international B2B sales strategy development and delivery.	Various	N/A	17
SC09	Developing your Direct B2C Sales and Marketing Strategy	Individuals within your business who are or will work daily on attracting customers via direct channels to your business e.g. phone; email or direct bookings on your website.	1 Day	€60	17
SC10	Grow Digital	Smaller tourism businesses from both the accommodation and non-accommodation sectors who wish to gain a positive foothold through their web presence.	1 Day & follow up	€60	18
SC11	Online Sales Resources – Tips, Tools and Templates	Individuals wishing to enhance their sales capabilities both in the domestic and international markets.	N/A	N/A	18

SC01 International Sales Development Programme

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
SC01	Business representative responsible for developing and investing in Ireland's key international markets - France, Germany, Italy, Spain, Great Britain, US and Canada.	Insider sales strategies that go beyond more familiar markets	4 Days	€450
		Sales tactics that push entry and sales growth in the French, German, Italian, Spanish, British, US and Canadian markets and nurture relationships thereafter		
		Approach required for you to optimise sales at 'In Ireland' and 'In Market' sales platforms and networking events		
		Prepare and perfect your verbal and written sales pitch		
		Pricing and contracting		
		Support to develop a new sales growth plan for increased business in the international markets		

MODULE 1

DAY 1 Positioning for B2B Sales Growth

The importance of Leisure B2B and the role it plays in the overall segmentation strategy

Buyers and their consumers in each of the 7 markets – what do they really want from you

Prioritising prospects and qualifying leads, delving deeper and figuring the right match

The art of subtle selling via networking

Preparing, engaging and following up on familiarisation visits by buyers and media

DAY 2 Techniques for B2B Sales Growth

Optimising sales from In Market platforms (Event and Post Event)

Perfecting the verbal and written sales pitch

Securing sales appointments at in Ireland and in market events

Personal selling techniques required when meeting buyers

Timelines for building buyer relationships further

Pricing techniques and inclusions that appeal to different markets

The rules of contracting

Developing a Sales Growth Plan

MODULE 2

DAY 3 Optimising B2B Sales Growth

Networking at trade events

The human side of selling

Social events attached to trade shows

The art of subtle selling via networking

Top tips for being more persuasive and influential in soft selling environments

Working the room in a networking environment

One to one appointments to present sales pitch to market buyers

One to one appointments to present sales pitch to market buyers

DAY 4 Optimising Online Sales Growth

Market insights and channel intelligence

Selling via OTAs including business models of larger OTAs and specialist OTAs including pricing, negotiating and contacting and top tips for selling via online intermediaries

Measuring direct online performance

Creating relevant content for the seven priority markets

Landing webpages, how to build and optimise

Online advertising

Top tips for online translation

SC02 China Ready Programme

The China Ready Programme has been developed to support and educate you about the opportunities available in this market, particularly in light of upcoming direct access from China to Dublin in 2018. The programme consists of three interventions, each of which is relevant to various teams within your business. This ensures that your entire business becomes China ready and Chinese visitor needs are met throughout the customer journey.

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
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MODULE 1 Cultural Awareness – COTRI Certification

SC02	Front facing operational staff plus supervisors and managers.	The political background of Chinese outbound tourism	Full Day	Fee on Request
		The special characteristics, needs, expectations and behaviours of Chinese visitors		
		Adapting tourism products and services, to develop adequate strategies to meet Chinese visitor needs and facilitate quality assurance		
		Facts and figures about China and Chinese visitors		

MODULE 2 Routes to Market - China

SC02	General Managers, Sales and Marketing and Revenue Managers directly responsible for engaging in sales strategies that are and will target the Chinese market.	The benefits of engaging in the Chinese market	Half Day	Fee on Request	
		Who are our Chinese visitors?			
		Key customer types within the Chinese market			
		Characteristics and travel habits of Chinese visitors			
		Routes to Market			Tourism Ireland and Fáilte Ireland
					OTAs
					Travel Trade
	Referrals: Guest Reviews and Social media platforms				
	Nurturing the business	Travel Trade			
		Chinese Visitors			

MODULE 3 Menu Options for Chinese Inbound Tourists

SC02	At least two chefs from your food operations team.	Meal choices, options and preferences for the Chinese market	Half Day	Fee on Request
		Menu options for buffets		
		Menu options for lunch for groups		

SC03 Optimising Sales from In Market Platforms (Pre Event and At Event)

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)	
SC03	Individuals who will attend an In Market Sales Event in the next 12 months. Should be willing to invest in 'In Market' platforms.	The buyers and their consumers	The buyer journey, how does the buyer reach you and how do you reach them?	1 Full Day	€100
			Buyers in the main markets, what are they looking to buy?		
			Cultural nuances and profiles across markets and how this impacts on sales approaches		
			Consumers in markets, what are they looking for in terms on an Irish experience?		
			Irish ground operators per market, insights and feedback		
		Lead generation	Delving deeper, researching buyers and how one buyer may differ from the other		
			How to prioritise prospects and qualifying leads		
		Pricing	Pricing for B2B including fixed pricing; rate levels and discount versus rack rates; price versus volume versus domestic OR international operators; inclusions and your price and its place in overall French/German tour operator package		
		Perfecting the verbal sales pitch	Creating your unique selling point (USP), articulating and refining it		
			Developing the verbal sales pitch and articulating the offer		
Tweaking for various buyers					
Getting the experience across in 10 minutes					
Visuals and aids and pitching the programme brand and local destination					
Sales appointments	Securing sales appointments at In Ireland and In Market trade events				
Meet the buyer	How to listen, respond to questions and handle objections				
	Referencing and cross promoting complementary experiences nearby				

SC04 Optimise Sales from In Market Platforms (Post Event i.e. the follow up required)

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
SC04	Individuals who have attended an In Market Sales Event in the last 3-6 months.	<p>Negotiating rates</p> <p>Negotiating rates in the B2B segment including in the annual contract and its importance in getting pricing right;</p> <p>offline and online pricing; the value of your inclusions; pull and tug/give and take negotiation strategy and annual rate increases and what to expect</p>	1 Day	€100
		<p>Contracting</p> <p>What a contract should look like; price outlines, terms and conditions, contract reading and negotiating. Sample OTA contract reviewed</p>		
		<p>Nurturing the business</p> <p>Minding tour operator clients; looking after their clients on site and the importance of "local"</p>		
		<p>Networking at events</p> <p>The art of subtle selling in a networking environment</p>		
		<p>Post event follow up</p> <p>Perfecting the written sales pitch</p> <p>Developing the written sales pitch and articulating the offer</p> <p>Tweaking for various buyers</p> <p>Visuals and aids</p> <p>Pitching the programme brand and local destination</p> <p>Timelines for building the relationship further</p>		

SC05 Understanding B2B Pricing for Activity Providers and Attractions

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
SC05	Individuals who will attend an In Market Sales Event in the next 12 months. Should be willing to invest in 'In Market' platforms.	<p>Understanding B2B sales channels (Wholesaler versus Retailer, Group versus Fully Independent Traveller (FIT))</p> <p>Understanding your cost base in high season versus low season</p> <p>Identifying your cost of sale and your required margins</p> <p>Designing B2B sales collateral and rate cards</p> <p>Contracting both online and offline B2B trade and legal requirements</p> <p>Developing a B2B pricing strategy</p>	Half Day & 1:1 follow up	€100

SC06 Optimising Business from a Familiarisation (Fam) Trip Opportunity

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
SC06	Individuals who will engage with Fáilte Ireland hosted familiarisation visits by international media, tour ops and buyers i.e. the person who will directly host the visit.	Understanding the Requirements of a Fam trip – how it differs from a consumer experience (Buyer and Media)	Half Day	€100
		Planning and preparing for a Fam		
		Collateral and supporting materials, aligning with Ireland's Experience brands		
		Engaging on the day – hosting and experience delivery		
		Referencing and cross promoting complimentary experiences nearby		
		Follow up after the visit		

SC07 Boosting Online Sales Growth

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
SC07	Individuals who are responsible for optimising the online presence of your business and for advancing your sales capability in international markets.	Measuring direct online performance	Half Day	€100
		Creating relevant content for the seven priority international markets		
		Landing webpages, how to build and optimise		
		Online advertising		
		Top tips for online translation		
		Measuring, managing and improving your online reputation		
		Top tips for managing your reputation on TripAdvisor and other review sites		
		Tools to use that allow you to know where you are being talked about		
Sample responses to good or bad online reviews				

SC08 Online Supports - Market Tips and Insights

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
SC08	Business representative who is responsible for international B2B sales strategy development and delivery.	<p>Each individual overseas market has its own needs and nuances which must be known and understood. Obviously this has implications for you when you promote your tourism experience in order to be able to pitch your product in a way that is appealing to them.</p> <p>A host of videos from both Tourism Ireland Market Managers and Tour Operators in the international markets have been created to provide you with information on how to target international markets. These can be assessed on www.FailteIreland.ie/GetBrexItReady</p>	Various	N/A

SC09 Developing Your Direct B2C Sales and Marketing Strategy

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
SC09	Individuals within your business who are or will work daily on getting customers via direct channels to your business e.g. phone; e-mail; direct bookings on your website.	<p>The Path to Purchase journey explained</p> <hr/> <p>Securing reservations directly</p> <hr/> <p>Selling directly via your online presence</p> <hr/> <p>Using B2C customers to maximise revenues e.g. with advance purchase rates to build a base</p> <hr/> <p>Data collection – how to manage it, how to use it</p> <hr/> <p>Targeting customers through remarketing either directly or via support companies</p> <hr/> <p>Accessing international and domestic customers online and offline when they are in destination</p>	1 Day	€100

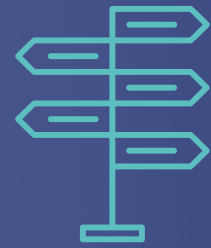
SC10 Grow Digital

Grow Digital is a new digital skills workshop which provides a practical approach to help owners/operators develop a more effective online profile for their business.

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)
SC10	Smaller tourism businesses from both the accommodation and non-accommodation sectors who wish to gain a positive foothold through their web presence.	<p>STEP 1: THE WEB REVIEW</p> <p>A brief review of your website will be undertaken. This will identify items that you can do to improve the effectiveness of your web presence.</p> <p>STEP 2: THE WORKSHOP</p> <p>General digital topics be covered such as how:</p> <ul style="list-style-type: none"> ➔ your website looks and sells your tourism business online ➔ visitors can find your website (Search Engine Optimisation) ➔ you can improve how visitors navigate around your website ➔ social media can help you reach a wider audience of potential buyers etc. <p>There will be a strong focus on case studies taken from across the tourism industry, and practical tips and techniques to help you enhance your website. Recommendations and practical guidance throughout the day will help each delegate to complete their own individual web development action plan.</p> <p>STEP 3: THE WAY FORWARD</p> <p>Each delegate will receive a follow-up call to help guide and assess progress in implementing initial improvement measures they have introduced.</p>	1 Day workshop + web review and follow-up	€60

SC11 Online Sales Resources – Tips, Tools and Templates

REF	DESIGNED FOR...	CONTENT	DURATION	FEE (Ex VAT)	
SC11	Individuals wishing to enhance their sales capabilities both in the domestic and international markets.	<p>A host of sales tools, templates and checklists to help you to be successful in achieving international sales growth. The information will help you better understand the routes to market and provide some useful tips to maximise your sales opportunities.</p> <p>This knowledge bank will be regularly updated with additional resources.</p>	<p>Routes to market – an introduction to the sales channel landscape</p> <p>Tips on generating leads from sales channels</p> <p>Tips to maximise your success at trade shows and sales events</p> <p>Tips on how to get involved in trade shows and sales events</p> <p>Tips on personal selling, successful sales calls and face-to-face meetings</p> <p>Tips for successful networking for sales</p> <p>Tips on conducting site inspections and fam trips</p> <p>Cracking sales missions</p> <p>Strategic sales plan sample template</p> <p>Glossary of sales terms</p>	Various	N/A



BREXIT AND YOUR BUSINESS

Fáilte Ireland's Brexit Response Programme is designed to help Irish tourism businesses spread the risk for their business by diversifying their source markets and providing training and support to enhance skill capability across a wide range of business functions. As the Brexit situation evolves so too will the supports and resources available.

The following pages show some examples of how we can help.

How we can help get you and your business Brexit ready

I'm confused about Brexit...

CHALLENGE There are so many opinions on Brexit and I don't know what that means for my business. Do I need to do anything? If so, what? There is so much uncertainty about what will happen and because I'm not sure what to do, I haven't done anything yet...

How Fáilte Ireland can help...

We've created a one stop shop on all you need to know about Brexit. Here you can complete Fáilte Ireland's **Brexit Readiness Check** to find out how ready you are and get suggestions on what to do now.

You can also get the latest **insights and research** as well as an overview of the routes to market which will help you understand the **channel landscape** and assist in the development of a strong **channel management strategy**. Find it all at www.Failteireland.ie/GetBrexitReady

I need to get my business ready...

CHALLENGE As the General Manager in the business I am responsible for ensuring we are best positioned to deal with Brexit and prepared for whatever challenges come our way. I know I need to be strategic in my approach to the planning and preparation but not sure where to start. How can I do this?

How Fáilte Ireland can help...

You could consider Fáilte Ireland's new **Executive Management Development Programme** which is being run in partnership with the Irish Management Institute and is focused on Senior Executives in the Hospitality and Tourism sector. This will provide the knowledge and insights you will need to positively influence business performance from a strategic perspective.

See **page 2** for further information

Fáilte Ireland's **International Sales Development Programme** would also be beneficial as it will give you an in depth knowledge of a number of key markets and a rich understanding of the tactical sales strategies that need to be applied to optimise growth in these international markets.

See **pages 12** for further information.

How can I stay competitive?

CHALLENGE I'm a small business and with the drop in Sterling I have experienced a 6-8% drop in business. I'm also worried about value for money and am afraid I will lose more custom because visitors might think that my business is too expensive. How can I address this in a practical way?

How Fáilte Ireland can help...

Use Fáilte Ireland's **Pricing and Cost Management Programme** aimed at small businesses to review the key functions of your overall operation to find out if you are trading efficiently.

See **page 8** for further information.

Remember, value isn't just about price, it's also about the service you provide, so why not improve your customer service levels through Fáilte Ireland's new **Accredited Service Excellence Programme**. The programme offers the opportunity to truly excel in creating a point of difference in your business in offering best-in-class service experiences for visitors. See **page 3** for further information.

I'm over exposed to the GB market...

CHALLENGE

The Northern Ireland market and coach tours from Great Britain make up over 40% of my business which makes me really dependent on these markets. What can I do to retain my current business from Great Britain but also start to look at other opportunities in Great Britain or other markets?

How Fáilte Ireland can help...

Fáilte Ireland's suite of sales programmes and online resources is designed with businesses like yours in mind. You can choose from a number of topics ensuring your business avails of the support it needs. **See page 11 for further information.**

You can also learn a lot on www.Failteireland.ie/GetBrexitready Get **insider tips** and the needs and nuances of key markets; learn about **tactical pricing and contracting** and use the **templates** provided for rate agreements and strategic and digital sales plans.

BREXIT RESPONSE PROGRAMME

The Brexit response programme focuses on four key issues:



Assisting businesses to target best prospects in the UK and identify new opportunities as well as mobilising businesses to capitalise on these opportunities.

Working with businesses who are heavily reliant on the British market to diversify their trade and win business in Europe, North America and new and growing markets. The 'building international sales capability' section will help you access the supports to assist you to sell into different markets.

Helping businesses to continually improve performance, introduce better revenue and cost management practices in addition to a focus on service delivery. The 'driving business performance' supports will assist businesses to review and grow sustainable business.

Providing the training and skills supports for tourism professionals at all levels of the organisation to succeed in a Brexit environment.

BREXIT READINESS CHECK

The Brexit Readiness Check is an online tool created by Fáilte Ireland and Crowe Horwath to help you to assess your current level of readiness for Brexit. It will take you approximately 10 - 15 minutes to complete, no financial information is required and the recommendation is that it is completed by the owner or senior manager of the business.

You will receive a report immediately which assesses your level of readiness, suggests next steps and outlines the supports available from Fáilte Ireland to help. This can then be used as a starting point in the development and implementation of your Brexit response plan.



BREXIT BYTES – KNOWLEDGE HUB

This new and dedicated Brexit website, www.failteireland.ie/getbrexitready is Fáilte Ireland's one-stop shop for all relevant information and insights that businesses will need to overcome the challenges posed by Brexit – from development supports and training programmes to market intelligence and insights. Some of the information available includes:

- ➔ Insider tips and the needs and nuances of key markets – GB, US, Canada, Germany, Italy, France and Spain
- ➔ Research and insights on exchange rate volatility and air access
- ➔ Understanding the channel landscape and routes to market
- ➔ Tactical pricing and contracting
- ➔ Templates for rate agreements and strategic and digital sales plans.



The website also presents a new dedicated 'Brexit research library' making all the relevant Fáilte Ireland tourism research easily available.

This website will be continually updated with the latest research, insights, new programmes and updates supports available.



Get Quality Assured

4



Get Quality Assured

For accommodation providers in Ireland, Fáilte Ireland has a quality assurance programme that provides consumers with easily identifiable symbols and standards of service that they can trust. Working with you, we will ensure that those standards meet consumer expectations, help your marketing efforts, and support your product development.

To complement the long standing quality assurance programme for traditional accommodation types, Fáilte Ireland is also ensuring that the Irish industry continues to operate in a 'best-in-class' manner, constantly evaluating and evolving our accommodation offerings in line with consumer preferences and tourist feedback.

Fáilte Ireland's Welcome Standard

We have developed new approval standards to allow for greater innovation, individuality and authenticity for businesses such as glamping, pods, yurts, lighthouses, etc. The emphasis of these standards are on the customer journey, meeting customer expectations and the quality of the experience.

TYPES OF QUALITY ASSURANCE



Traditional Accommodation

For example; hotels, guesthouses, self-catering, bed & breakfast...



The Fáilte Ireland Welcome Standard

For example; glamping, pods, yurts, lighthouses, or other types and styles of accommodation that may not meet all aspects of the traditional quality assurance criteria...

Benefits of Being Quality Approved

FÁILTE IRELAND MARK OF QUALITY

Today's holiday makers have high standards and access to online reviews and social media means they're always looking for memorable, top quality experiences. Once quality assured, you can help your business stand out from the rest by using the quality assured logo, branding and free hard signage.

The logo is an instantaneous reminder to consumers that your business meets top quality standards and can be used on business website and social media pages. All approved accommodation is also awarded a Quality Assured Certificate of Approval for display on the premises.

ANNUAL BUSINESS ASSESSMENT

All approved properties receive an independent on site assessment visit, carried out by experienced assessors. This annual independent review is a chance to benchmark your business against the required quality standards which consumers value, in addition to industry standards and your local competitors.

MARKETING OPPORTUNITIES

1. Maximise Your Exposure to Visitors

Get listed on Discover Ireland and get involved in proactively marketing your approved accommodation under Fáilte Ireland's key strategic experience brands.

In addition, get listed on Tourism Ireland www.Ireland.com whose combined suite of over 30 Ireland.com websites deliver over 50 million page views per year to global consumers researching holidays in Ireland.

2. National promotion in Tourist Information Offices (TIOs)

Help your approved business stand out from the rest by making sure it's preferentially promoted in all Fáilte Ireland tourist offices nationwide.

3. International Publicity

Fáilte Ireland bring in over 1,000 international journalists each year to experience what Ireland has to offer. Approved providers can be part of these familiarisation trips which can result in international coverage through published articles in newspapers and magazines, features in blogs and increased exposure through social media channels.

4. Raise Awareness of Your Business Through Overseas Sales Platforms

Approved providers can take part in numerous overseas sales platforms which provide the opportunity to sell directly to buyers. In addition, Fáilte Ireland also target buyers and tour operators, bringing them to Ireland to meet with tourism providers on familiarisation trips.

FÁILTE IRELAND BUSINESS SUPPORTS

Avail of Fáilte Ireland's supports which will help you to grow your business, so that you can build your international sales capabilities and improve overall business operations to maximise revenue.

We offer a wide range of bespoke workshops tailored for the tourism industry outlined in this Business Support Guide. These workshops are also complemented by a wide range of supplementary resources, tools and templates to help you run your business and adopt sound business principles. As the macro-environment evolves and the industry changes so too do our supports.

KEEP UP TO DATE

Tourism businesses are invited and encouraged to attend our industry events, subscribe to our specialised e-zines, and keep up-to-date with the latest insights and research www.failteireland.ie/Research-and-Insights and through our social media channels.

Meet the Team

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If you have any queries or would like further information please contact;



1800 242 473 or
01 8874101

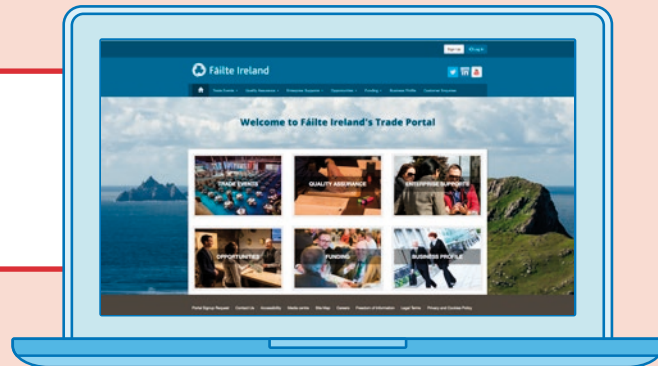


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www.failteireland.ie

To book or register for any of the supports please log onto the Fáilte Ireland Trade Portal
<https://tradeportal.failteireland.ie/>



Enterprise and Hospitality Development



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