

# "International Tourism"

L. Anthony "Toby" McCarrick  
Great Lakes USA

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# What is GLUSA?

## GREAT LAKES USA (GLUSA)

- **GLUSA is a regional marketing consortium made up seven state members including Illinois, Michigan, Minnesota, Ohio, and Wisconsin**
- **We act as an extension of the State Tourism Offices to execute international sales and marketing in two primary overseas areas**
  - **United Kingdom and Ireland**
  - **German speaking markets of Germany, Switzerland and Austria**

# What is GLUSA?

## GREAT LAKES USA

- **We initiate programs to:**
  - #1) make sure the GLUSA product is available to consumers via receptive operators and in-country tour operators
  - #2) train travel agents so they are knowledgeable and can sell the product
  - #3) make consumers aware of our destination and drive them to purchase
- **To accomplish this we utilize in-country agencies to implement programs such as:**
  - fam tours
  - exhibit at trade/consumer shows
  - produce marketing materials
  - handle consumer inquiries
  - make sales calls
  - hold training seminars
  - conduct media relations
  - coordinate consumer promotions
  - develop cooperative marketing opportunities
  - hold sales missions
  - and much more

# Market Overviews - Germany



# German market situation in 2011

**490 million people live in The European Union (EU)**

**The German speaking markets Germany, Austria and Switzerland have a total of 98.0 million inhabitants.**

**Germany 81.8 million**

**Austria 8.4 million**

**Switzerland 7.7 million**

Sources: [www.destatis.de](http://www.destatis.de), [www.bfs.admin.ch](http://www.bfs.admin.ch), [www.statistik.at](http://www.statistik.at)



Number of Inhabitants in other European countries:

- France 62.6 million
- United Kingdom 61.8 million
- Spain 46.0 million

Sources: [www.statistics.gov.uk](http://www.statistics.gov.uk), [www.insee.fr](http://www.insee.fr), [www.ine.es](http://www.ine.es)



# German Market Situation in 2011

- Unemployment rate Germany in May 2011: 7.0% (7.7% in 2010)
  - Lowest rate for 19 years.
  - Factors for success: robust economy, stable domestic demand
- *Unemployment rate Switzerland in May 2011: 2.9%*
- *Unemployment rate Austria in May 2011: 4.2%*
- Estimated economic growth rate 2011: 2.5 - 3.1% (3.5% in 2010)
- Germany retains its title as the world travel champions (expenditures of 90.6 billion US dollars). 2011 is expected to be a new record year.

Sources: Deutscher ReiseVerband 2011, [www.statistik.arbeitsagentur.de](http://www.statistik.arbeitsagentur.de)





# German Market Situation in 2011

- Germans made 75.6 million trips to international destinations.
- 75% of the tour operator's product is booked through travel agencies.
- With 10,400 travel agencies Germany has one of the highest densities in the world.
- There are 2,500 tour operators in the market.
- Mostly online booked destinations are Turkey, Spain and Egypt.

Sources: Deutscher ReiseVerband 2011, [www.statistik.arbeitsagentur.de](http://www.statistik.arbeitsagentur.de)





# German Market Situation in 2011



## Arrivals to the US from Europe in 2010

- UK 3.86 million
  - **Germany 1.73 million**
  - France 1.33 million
  - Italy 0.83 million
  - **Switzerland 0.39 million**
  - **Austria 0.17 million**
- 
- Germany: +2.3% in 2010 (*increase of 3% expected for 2011*)
  - Austria: +4.0% in 2010
  - Switzerland: +9.8% in 2010

Source: Travel Inside, TravelTalk





# German Market Situation in 2011



## Economic Outlook

- Economic upturn continues: A GDP growth of 2% to 3% in 2012 is expected.
- Exports will increase by between 16% and 18% in 2011 (after 10% increase in 2010). Most important industries are chemicals and electrical. The total value of exported goods is predicted to reach about 1,450 billion USD (neck-and-neck-race with China).
- The unemployment rate will continue to decrease. Less than 3 million people are expected to be unemployed in average in 2011 (= 6.9%).

Sources: Federal Statistic Office 2011, Institute for World Economy IFW 2011





# German Market Situation in 2011



## What is supporting German outbound tourism to the US?

- The “Obama-Effect” still positively effects the German’s picture of America
- Economic recovery
- Great value compared to other destinations

## What is hindering Germans from traveling to the US?

- Immigration process is still considered to be one of the worst world-wide.
- The following aspects are having a big coverage in the German media.
  - Online pre-registration (Esta) and fee
  - Finger print when entering/leaving the US
- High flight prices
- Increasing competition





# Market Overviews – UK & Irish

# UK Overview

## UK Market Overview 2010/11 ~ Economics and the UK Travel Industry

### Economics:

- The recession officially ended in the last quarter of 2009
- There has been no swift return in consumer confidence
- Unemployment is at its highest in 17 years, standing at 2.53m or 8%. The 18 – 24s are the worst hit, with one in five now out of work; the highest level on record.
- The coalition government came to power in May 2010 and the severe austerity measures planned to reduce the nation's deficit are forecast to result in the loss of over 600,000 public sector jobs over the next five years.
- The middle classes are suffering from increased cost of living, with utilities, food and gas prices going up at an alarming rate, and a VAT increase enforced from January '11.
- Inflation stands at 4%. Salaries are struggling to keep up with inflation.
- Interest rates remain very low (0.5%), but an increase is expected before the summer which will impact negatively on mortgage holders, but be good news for savers.
- Sterling continues to perform poorly against the US dollar and the euro.
- The **British are still spending on holidays**, and those who are travelling are still likely to take more than one holiday a year.
- Given the state of the UK economy, it's a surprisingly positive picture.

### The UK Travel Industry

- The industry is dominated by two major tour operators: TUI and Thomas Cook, between them they hold licences to carry 8 million passengers annually.
- Over the past decade, these groups have been acquiring specialist businesses to grow their non-mainstream programs.
- Thomas Cook Retail and the Co-Op Travel Group are in the process of merging to form the largest retail travel group in the UK.
- Online Travel Agents such as Expedia and Thomas Cook.com are important especially in the short break market. Price comparison sites are growing in proliferation.
- In 2010, Continental Airlines merged with United Airlines, and British Airways and Iberia signed a merger agreement.
- Added to the Ash Cloud and BA strikes, confidence in the industry is fragile, and many holidaymakers are weighing up the **benefits** of travelling under an **ABTA/ATOL** licence, vs saving money through booking independently.
- 'Far-near' destinations outside the Eurozone eg. Egypt, Tunisia, Morocco and Turkey were the winners in Summer 2010.
- Holiday visitors to North America have been declining and have dropped from 2.77m in 2008 to 1.97m in 2010. OTTI Figures for 2010 came in at 3850.5 down 1.2% on 2009.
- The US is the third most popular overseas holiday destination behind Spain and France



### Information provided by:

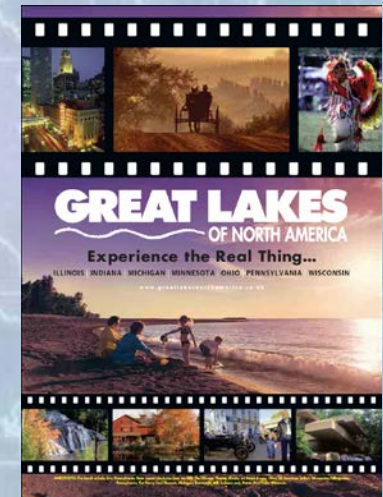
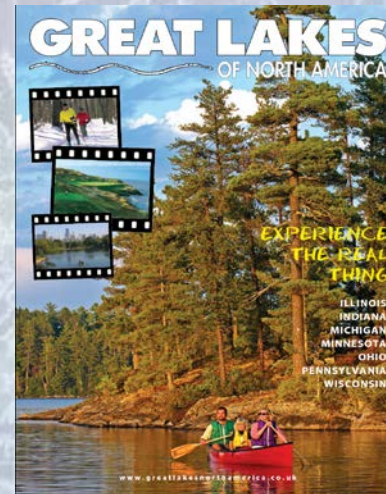
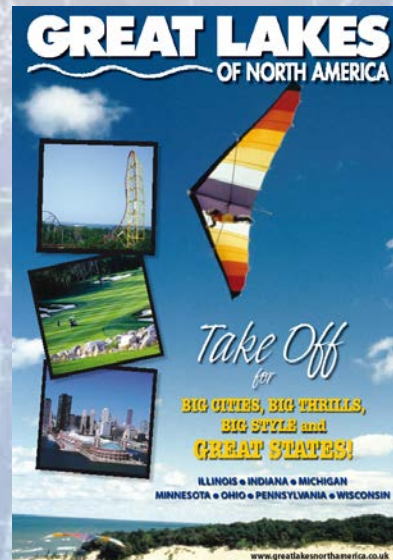
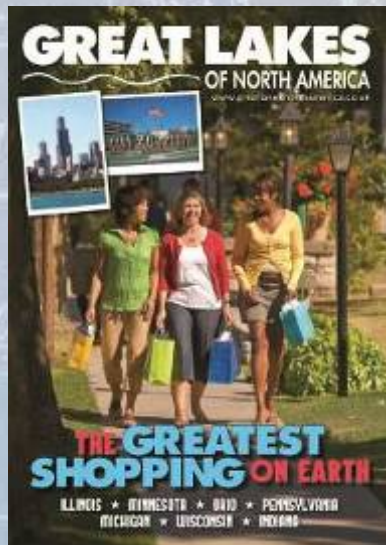
Kate Burgess-Craddy, Chair, Visit USA Association  
kate.burgess@kbc-pr.com



# Program Initiatives

# UK--New Consumer Guide

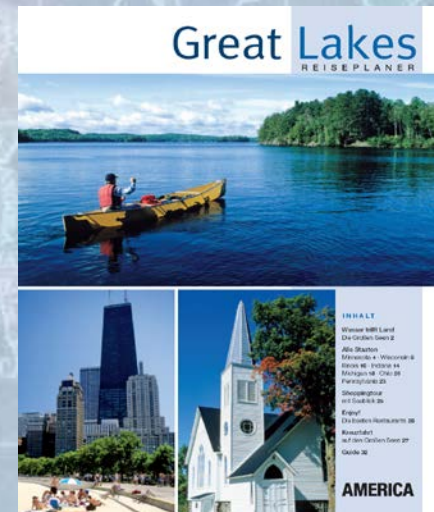
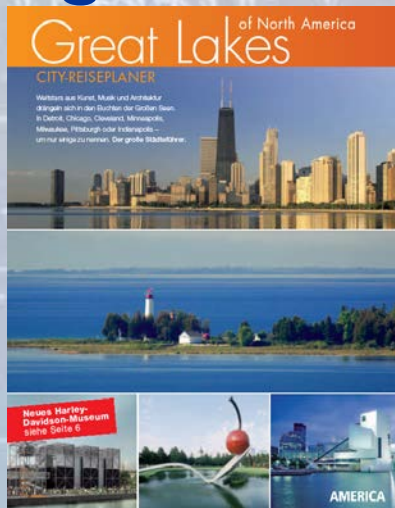
- New experiential guide every year
- Distributed trade & consumer & media
- Distributed in Essentially America Magazine



# German – Consumer Guide

## New German Travel Planner:

- A new German Travel Planner is distributed every year
- Inserted in America Journal magazine



**GREAT LAKES USA**

# Trade Shows

## ITB-Germany

- **Total Visitors:**  
180,000 – public and trade
- **Press Breakfast:**  
120 journalists participated

## WTM- London

- **Trade Visitors=50,000**



# Trade Shows

**Pow Wow '11  
San Francisco**

**Date: May 2011**

**Always a Full Slate  
of Appointments**



# Consumer Shows

- 1) Reisemarkt Cologne
- 2) CMT Stuttgart
- 3) Fespo in Zurich
- 4) Munich
- 5) Hamburg
- 6) Destinations London
- 7) Destinations Birmingham
- 8) Manchester Consumer show



# Websites- Social Media

- Websites in both countries
  - [www.greatlakesnorthamerica.co.uk](http://www.greatlakesnorthamerica.co.uk)
  - [www.greatlakes.de](http://www.greatlakes.de)
- German website in-language



- Facebook sites
  - Die Great Lakes - Das echte Amerika
  - Great Lakes of North America - Official UK Tourist Board

# In-Country Product and Sales

- Consumer Promotions
- Travel Agent Training
- Sales Missions in each country
- Tour Operator Promotions
- Sales Calls
- Travel Agent Training

# Media

General :

- **Distribute press kits and releases**
- **Ongoing media contacts**
- **Multiple Group and Individual fam tours each year**

Example of last year's stats...

- **Germany**
  - Total Print/TV media value: \$ 6,170,538
  - Total Online media value: \$ 6,883,000



# Receptive Tour Operators

**If you want international business, you  
MUST work with a receptive!**

# Receptive Tour Operators

- **NY Receptive Operator initiative :  
Splash Bash**
  - Hold annual reception/dinner for NY Receptive Operators
  - Example... last year's theme was "green/organic"
  - A quote from Allied TPro..."one of the best events I have ever attended sponsored by a DMO!"



# Receptive Tour Operators

- **TourMappers**

- A boutique receptive operator that specializes in New England
- Has now decided to also specialize in the Great Lakes region!
- Currently has 5 fly-drive packages
- Currently has WI properties in Bayfield, Ashland, 4 Door County, 2 Green Bay, Lacrosse, WI Dells, Spring Green and Lake Geneva



# Receptive Tour Operators

## In less than a year...NEW GLNA 12 night Itinerary - Virgin Holidays UK 2011 Brochure

- 2011/2012 Brochure
- Print Run: 100,000
- Dedicated Full Colour Page to GLNA Itinerary

*Look for more details regarding Receptive Tour Operators at the end of the presentation.*



### Great Lakes, 12 nights

Follow the Mississippi River to some of America's greatest villages, towns and cities, all of which offer a massive and diverse range of attractions from bargain shopping to the freedom of the great outdoors.

#### Chicago, Illinois

**1 night at Palmer House**  
Arrive in Chicago and drive to your comfortable downtown hotel. You're plenty of time during the afternoon to explore the Windy City with its myriad attractions, including Sears Tower, the John Hancock Centre and the Amoco Building. After a walk along beautiful Lake Michigan, try some famous Chicago-style pizza and then head to a smoky nightclub to hear your fill of jazz and the Chicago Blues!

#### Chicago - Ephraim, Wisconsin (258 miles)

**2 nights at Eagle Harbour Inn**  
Head to the charming town of Ephraim in Wisconsin, your base for the next 2 nights. There's plenty here to keep you busy including hiking and biking in Peninsula State Park. Also in the park is an 18-hole championship golf course with great views over Eagle Harbour and the bluffs of Green Bay.

#### Ephraim, Wisconsin - Spring Green, Wisconsin (249 miles)

**1 night at House on the Rock Resort**  
Continue across Wisconsin, America's freshwater playground to Spring Green in the River Valley. A unique and welcoming town, it's a lovely place to relax with antique shops and malls to browse in. It's the world-famous architect Frank Lloyd Wright's home and you can visit his house, set within 600 acres of land! Another architectural gem is the House on the Rock, designed by rival Alex. Jordan Jr.

#### Spring Green, Wisconsin - Winona, Minnesota (147 miles)

**1 night at Alexander Mansion**  
Winona is a historic island city, nestled between the covered limestone river bluffs that rise 500ft and the mighty Mississippi river. Founded in 1851 by a steamboat captain, the lumber industry helped it to grow quickly and by 1900 it had more millionaires per capita than anywhere else in the USA! Today, it is a charming place to visit with extensive shopping, art galleries and restaurants. There are also state parks for hiking, biking, horse

riding and fishing and museums such as the Minnesota Marine Art Museum for culture lovers.

#### Winona, Minnesota - St Paul, Minnesota (123 miles)

**1 night at Covington Inn**  
Further along the Mississippi River is St Paul home to some great shopping including the Mall of America, the largest shopping and entertainment complex in the USA. There's also Summit Avenue, the longest avenue of Victorian mansions in America and St Paul's Cathedral, equally as impressive as its London namesake! Underwater Adventures Aquarium will also delight, no matter what your age.

#### St Paul, Minnesota - Bayfield, Wisconsin (209 miles)

**2 nights at Rittenhouse Inn**  
Head to Bayfield today, back in Wisconsin, the gateway to the Apostle Island National Lakeshore, a magnificent natural wilderness region. You have 2 days to explore, perhaps taking a cruise among the islands of Lake Superior, the largest freshwater body in the world. Take a short ferry ride to Madeline Island to discover Big Bay State Park with its old trading post and Indian burial grounds.

#### Bayfield, Wisconsin - Marquette, Michigan (206 miles)

**1 night at Landmark Inn**  
Cross the state line once again into Michigan via the picturesque Beaverdam Peninsula. Stop at historic Fort Wilkins en-route as well as the DeWabeau Copper Mine and the L'Ansee Indian Reservation before reaching the historic town of Marquette.

#### Marquette, Michigan - Mackinac Island, Michigan\* (173 miles)

**2 nights at Grand Hotel**  
Take the scenic State Route 28 to Munising, stopping at Pictured Rocks, which was celebrated in Longfellow's 'Song of Hiawatha'. Onto State Route 123, enjoy lunch at St Ignace before taking the ferry to the timeless resort island of Mackinac, where cars are prohibited in favour of bicycles and

horse-drawn carriages. Enjoy stunning views of the island from Fort Mackinac, perched on a bluff overlooking the harbour.

#### Mackinac Island, Michigan - Grand Haven, Michigan (267 miles)

**1 night at Boyden House**  
It's time to grab your sun hat and head for the beach - after all, Grand Haven has been voted one of the top 5 in America! There's also a lovely boardwalk to wander along and an historic downtown that can be conveniently explored by moped. Fishing expeditions for trout and salmon are popular. At night, the world's largest musical fountain is a spectacle not to be missed!

#### Grand Haven, Michigan - Chicago, Illinois (170 miles)

Another chance to explore the fabulous city of Chicago before heading home with many treasured memories.

\*Please Note: Mackinac Island cannot be included between 01 Jun-30 Apr '11 and 01 Nov '11-31 Mar '12 due to seasonal hotel and ferry closures. Park Place Hotel, Traverse City, Michigan will be used as a replacement.

Tour operated by Tour Mappers.  
Please note: Hotels are subject to change.

#### The Great Lakes

Tour only code 1437	AA*	AB*	AA*	AB*
Standard Tour 20099	1290	1490	1490	1690
*The price in this panel is only meant as a guide and may change. Please refer to page 17 for more information.				
01 May '11-19 May	1430	1630	1630	1830
20 May-23 Jun	1590	1790	1790	1990
24 Jun-29 Jun	1530	1730	1730	1930
30 Jun-11 Aug	1750	1950	1950	2150
22 Aug-11 Oct	1510	1710	1710	1910

Price is a £2 per person based on Virgin Holidays flights (operated by American Airlines). A daily starting from and includes fuel and charges of £108 per person. £111 American Airlines per person (including or increases may apply at time of booking) and on-line Children under 12 years sharing a room with 2 adults per Chicago child flight seat. Children may not occupy a single room. Price correct at time of printing - they are subject to change and will be confirmed at time of booking. Price will vary within date band depending on departure date. For full details of our pricing policy and booking conditions, please refer to page 17 and 20B-20C.

To book your holiday see page 3

# Headquarters Office

**Great Lakes USA**

**20 North Wacker Drive**

**Suite 2700**

**Chicago, Illinois 60606**

**Tel: 312-407-0005 ext. 17**

**Fax: 312-407-0038**

**L. Anthony "Toby" McCarrick**

**Executive Director**

**[tmccarrick@cglg.org](mailto:tmccarrick@cglg.org)**

# GLNA United Kingdom Office

## Cellet Travel Services Ltd.

47 High Street  
Henley in Arden  
Warwickshire  
England  
B95 5AA

Tel: 011 44 1564 79 4999

Fax: 011 44 1564 79 5333

[www.greatlakesnorthamerica.co.uk](http://www.greatlakesnorthamerica.co.uk)

Yolanda Fletcher  
Account Manager  
[yolanda@cellet.co.uk](mailto:yolanda@cellet.co.uk)

# GLNA German Office

## TravelMarketing Romberg

Schwarzbachstr. 32

40822 Mettmann

Germany

Tel: 011 49 2104 79 74 51

Fax: 011 49 2104 91 26 73

Consumer Line: 49 0 2104 79 74 51

[www.travelmarketing.de](http://www.travelmarketing.de)

[www.greatlakes.de](http://www.greatlakes.de)

Nils Fallack

Account Manager

[n.fallack@travelmarketing.de](mailto:n.fallack@travelmarketing.de)



# More on Receptive Tour Operators

# Receptive Tour Operators

- **What is a receptive?**
  - A tour operator that acts as the intermediary between U.S. product and overseas tour operators
  - Contracts a wholesale rate and resells individually or within a fly/drive tour
  - Overseas operators do not want to contract directly with individual properties
  - Nor can overseas operators be experts on every destination in the world...hence they use a local expert

# Receptive Tour Operators

## How Receptive Operators Work

- The receptive operator prints a confidential tariff (a catalog/brochure featuring their services, hotel accommodations, Bed & Breakfast, ground transportation, attractions, restaurants, etc.); using the net, non-commissionable rates we provide them. The receptive operator distributes the tariff to their clients, the international wholesalers and tour operators. The receptive's tariff is never distributed to consumers.
- These overseas operators use the rates in the confidential tariff and mark them up to include their profit and a travel agent's commission. The overseas operator then prints their own brochure and distributes it to retail travel agents and operators, who ultimately sell to the consumer.
- The consumers travel to their destination with vouchers issued by their tour operator and redeem them for services purchased. This voucher is submitted for payment by the hotel's accounting department to the operator listed on the lower right-hand corner of the voucher.

# Receptive Tour Operators

## How Receptive Operators Work

- To be considered for an FIT program, you must consider the following:
  - In order for receptive operators to offer a competitive program and book individual and group business into a hotel, they require rates that are customarily at least 30% below your published rack rates. Obviously, potential volume will dictate the discount you are able to give, but this is considered by many as the minimum percentage discount required to be considered. Your rates should be ready to offer in April for the following contracting year.
  - You may offer direct bill credit to the receptive operator and accept their voucher as initial payment for the guest room.

# Receptive Tour Operators

## General Contract Inclusions

The following is a checklist of things to remember when offering a bid to a receptive operator. One of the biggest challenges the receptive faces during contracting season is an incomplete contract. Take time to be sure you provided all of the following information. Doing so will save everyone time:

- **Rates for all dates during the requested contract term.** Most receptives work with a contract season starting April 1 and running through March 31 of the following year. The rates offered should be net, non-commissionable, plus tax. Be sure to include the tax rate. The rate should be the same for 1-4 occupants. If you cannot offer a 1-4 rate, you must list the extra person charge, rollaway rate, and the maximum number of persons allowed in each type of room. A maximum of 3 rate seasons or less is preferred.
- **Room allotment (if applicable).** You must check with the receptive to see if they require an allotment in your area.
- **Cut-off period.** By offering an allotment of rooms, you agree to “give” the receptive that allocated inventory until the cut-off date, at which time it reverts back to you for general sale. A cut-off period of 7 days prior to arrival is preferred and most receptives cannot work with a cut-off date of more than 14 days prior to arrival but there are always exceptions. It is a good idea to list a specific time such as “4:00 p.m. Central Standard Time” to avoid misunderstandings.
- **Direct bill credit.** A receptive operator must have direct bill credit approved with your hotel to do business with you. Please ensure your accounting department has all of the necessary information and let the operator know when they are approved.
- **Blackout dates.** Although it is a good idea to keep these to a minimum, the receptive operator will generally understand your need to close certain dates, provided you do so up front. Please be sure to list all dates on the contract when you will not be able to honor their allotment. In many cases, the receptive will take a higher rate for busy times if you will continue to honor their allotment during that period.

# Receptive Tour Operators

## General Contract Inclusions, cont.

- **Cancellation policy.** Generally 24-48 hours prior to arrival. Most tour operators will provide notice on cancellation in writing, either by fax or e-mail. You should always get it in writing.
- **No show policy.** State clearly what your policy is in the event the guest never arrives. Generally, the hotel may bill the operator for the first night's room and tax. BUT, there are very few cancellations with these travelers.
- **Act of God policy.** Be sure to clearly state your hotel's policy on cancellations in case of Acts of God and other situations beyond the reasonable control of either party. Such instances could include fires, earthquakes, floods, weather, riots, labor strikes and police/military action.
- **Child policy.** At what age do children stay free in the same room as their parents with existing bed types?
- **Porterage (baggage handling rate).** Although the customer is responsible for tipping the bell staff, most receptives like to include this figure in the information they provide their clients. Occasionally, the tour operator will include one piece of luggage in their contract; if this is the case, your bell staff must be advised
- **Parking fee information.** Especially important in major destination cities.
- **Meal information.** Enclose menu if applicable.
- **Sales kit with brochures & map.**
- **Names, phone/fax number and e-mail addresses for general manager, sales, accounting and reservations contacts.**
- **Signature of authorized hotel representative, printed name, title and date on the contract.**

# Receptive Tour Operators

## After signing up...What now?

It is much easier to get the business than it is to keep it. The process of working with a receptive operator is not finished when the contract is signed. There are a number of steps a hotel/B&B must take to ensure its new guest's satisfaction and a smooth working relationship with your new receptive tour client.

### **1. Be sure the room allotment inventory is loaded correctly in your reservation system and your Reservation Manager has a clear understanding about how the process works.**

- Provide your reservations manager with the contact name and phone number of the reservations/inventory control contact at the receptive tour company.
- Give your reservations manager a copy of the final contract with all rates, seasons, blackout dates and cut-off dates.

### **2. Meet with your accounting department to be sure they understand the billing process and have approved the customer for direct bill.**

- The receptive tour operator will provide you with a list of credit references for approval of direct bill credit with your hotel. The guest will present a voucher for payment of their room and tax portion of their entire stay when they arrive. The hotel must be willing to bill the receptive tour operator for the stay or the program will not work.
- The receptive tour operator will provide you and your accounting department with a list of billing procedures to follow when seeking payment for vouchers received. Follow these instructions exactly to receive prompt and full payment. Receptives will generally pay for redeemed vouchers once each month, but be sure everyone is clear on the policy before the guests start arriving. Note: Many receptive tour operators require the reservation or tour number be listed on the hotel invoice before they will pay.

### **3. Meet with your front desk staff to ensure they know how to work with vouchers and understand the importance of rate discretion. The room rate is between you and the receptive tour operator and is no business of the guests, as they have already paid for their room when purchasing the voucher. Room and tax rate information between the hotel and receptive operator must never be provided to the guest.**

- A separate folio must be set up for incidentals. When the guest arrives, collect the voucher and attach it to the room and tax folio. A second folio must be opened for the guest's incidental charges. The voucher usually does not cover any charges other than room and tax. Occasionally, Full American Breakfast will be covered by the voucher and meal coupons or other arrangements need to be made for the guest to redeem their breakfast. The guest will settle incidental charges separately when they check out and a credit card imprint or cash deposit should be taken at check-in to cover these charges.
- Many of the guests cannot speak English. If you plan to do a lot of FIT business, you may want to consider having instructions and hotel information printed in different languages to help the check-in and check-out processes go more smoothly.

### **4. When in doubt, call and ask! The receptive operator is more than willing to answer any question you may have and is happy to provide information that will help you and your staff provide the guest with a perfect stay at your hotel.**

- Be particularly sure the reservation information in your computer matches the information on the voucher. If not, call and verify the correct information with the receptive ASAP.
- If there are any discrepancies, remember that the guest standing at your front desk is the innocent party. In their mind, they have prepaid for their stay and just want to get to their room as quickly as possible. If possible, allow the guest to check in and work out the details with the receptive tour operator later. The guest will have no knowledge of your business dealings with the tour operator and we don't want our tour customer or our hotel to look bad in the eyes of our guest, if at all possible.

# Receptive Tour Operators

## Group Business

Most receptive tour operators also bring groups from overseas. Groups will not arrive with vouchers; they will either pre-pay or request direct billing. You will need to clarify the payment procedures with the tour operator when booking the group. There are a few items to remember to include when contracting a group:

- **Room rate.** The rates should be clearly listed as single, double, triple, quad, plus tax, net, non-commissionable. Include the tax rate.
- **Room type.** Unless otherwise indicated, most leisure groups require two beds in all rooms. Sofa beds, rollaways and murphy beds are NOT acceptable accommodations. Do not offer group space unless you can meet the room requirement with all DD rooms. Many receptives will also bring corporate groups to North America to attend conferences and trade shows. Most of these groups will require only one bed in each room. Ask the tour operator about the number of beds required in each room at the time of the inquiry to avoid offering something you don't really have.
- **Deposit policy** (if applicable). In most cases, the receptive will prefer that you direct bill the charges of the group, as you would for an FIT client. If this is not possible, clearly state your required deposit amount and due date(s) on the contract. Customarily, a deposit equivalent to the first night's room plus tax is acceptable. If the group is only staying one night, some hotels ask for 50% of the total stay.
- **Cancellation policy.** Clearly state this on all contracts. There are many considerations when determining what your cancellation deadline should be, but 30 days prior to arrival is a good guideline.
- **Rooming list.** List the due date for the group's rooming list. Most groups do not have this information available until two weeks prior to the arrival date. Two weeks prior to arrival is generally the standard.
- **Porterage.** (baggage handling charge) Unlike FIT, tour operators will almost always pay for porterage service for their groups. List the total cost for round trip (arrival and departure) baggage handling service and be sure to indicate whether it is per person or per bag.
- **Meal prices.** Provide menus and prices for Continental Breakfast, Full American Breakfast, lunch and group dinners. Be sure you have the seating available in your restaurant or banquet center to accommodate all of the people in the group at the same time. Some groups may eat "at leisure" and not all at the same time. Know the group's morning itinerary in advance to help you plan. You must confirm a time for the meal to be served and staff accordingly. Not all groups will require meal service, but know what your capabilities are in advance.
- **Communicate.** If the group is part of a tour series that the tour operator has booked with you, be sure to check in with them monthly to see how that tour is selling. The receptive may be willing to release some rooms back to you if the tour is not selling well. This will help you stay on top of your room inventory and better prepare for the group.