

Examples of approaches

1. Customer Service

Example-AO3

Mark Band 3

2. Travel Destinations

Example-AO3 –justifying bibliography

Example-AO4- top mark band 2 moving into mark band 3.

3 Customer Service

Example-A04 Candidates' own questionnaire for mystery shopper.

Approach relates to recording strengths and weaknesses.

Some **communication** considered

Top mark band 2

N/A
By
Dr Training

Cleanliness and hygiene

It is important for every area of the park to stay clean and hygienic. If the area is unclean and remains like that it shows that someone isn't doing their job properly. Thorpe park can then use this to work out who it is a give them warning. This will allow the park to make improvement and will benefit it in the long run as it will become known as a clean place to visit. An unclean environment makes for an unhappy atmosphere, both the internal and external staff will complain about the cleanliness and this will also allow the management to make improvement, recently Thorpe park have put in recycling bins, not only to clean up mess and encourage usage, but also to add an environmental image to the park. Food is a very important aspect; all food must be prepared in accordance to the food standard regulations. If the food is prepared in unhygienic conditions it will cause unease amongst visitors, they will tell someone thus giving an area of improvement for the company. Thorpe park employ cleaners (see picture 3) to make sure the park is clean and tidy to make sure everyone is happy and the place is well cared for.

good appearance

good use of image. mks 3.

Accessibility and Availability

It is important visitors to Thorpe Park receive excellent service; this can be measured through accessibility and availability. If people know they can get their easily and effortlessly then they will go, Thorpe parks bus service (see picture 4) is available every day the park is open, it also stops at all the local areas including the nearest train station, this means that Thorpe park can be accessed by all meaning that people are able to come and so they will. They also want when they get there to know that everything is available such as food, souvenirs and rides. If such things are unavailable it will mean customers are dissatisfied with their overall experience, causing a decrease in the company reputation. Customers must have access to services and goods. If they cannot however afford, for example lunch, they will not be satisfied with the parks provision of their needs, so Thorpe Park must make all their services affordable for every customer to make sure they are available. They also make sure there is disabled access so that everyone is available to experience Thorpe Park. They provide wheelchair access to their rides, disabled toilets and wheelchair ramps to make sure people with special needs are looked after and can have the same enjoyment levels as everyone else (see picture 5). Thorpe Park also place signage around the park (see picture 6) to make sure everyone has access to everywhere in the park. If people do not know where to go they can look at the signage or literature around the park so they know where to go.

good signage.

document

Provision of individual needs

Many different types of people visit Thorpe Park; each of these has their own individual set of needs. To provide a high level of service to customers Thorpe Park must comply with these needs. If not the customers will not be happy and will feel that Thorpe park have let them down on certain aspects. Thorpe Park can analyse the different types of customer and work out what each individual needs. They may look at complaints of certain areas and may use this to provide "magic moments" for every individual who goes to Thorpe Park making sure they have a positive experience and all their needs are looked after. (See picture 5)

B3

Thorpe Park uses Key Performance Indicators to work out how it is achieving in its main areas these are; likely to visit again, warm welcome on entry, queuing spoilt my day, staff may my day more enjoyable, values it customer and recommend to a friend these are all shown in the first graph. The

second graph assesses the following criteria; enjoyment of experience, value for money, customer service, cleanliness, toilet facilities and how well they look after families. They use these figures and compare them to Alton Towers and Chessington, both theme parks, like Thorpe Park. ✓

Thorpe Park uses likely to visit again as one of its KPI's as it will give the park an idea of how much the customers have enjoyed their day out and by asking them if they are likely to visit again, Thorpe Park can work out whether or not people will return and if not maybe discover reasons why, such as bad customer service from staff or maybe due to a small ride availability. Likely to visit again is an area due to the fact that returning customer equals profit. The more times a customer visits the more likely they are to spend more money. They will also tell other people and bring them along also adding to the revenue of the park, this is judging the enjoyment of experience, if someone has a good time they are more likely to return again. They will also tell other people and bring them along also adding to the revenue of the park, this is judging the enjoyment of experience, if someone has a good time they are more likely to return again. The graph shows Thorpe Park is performing at almost exactly the same rate as the other parks, this may highlight to Thorpe Park that they need to ensure every moment of a customer's day is a memorable one, if not they may lose their custom. ✓ This also may be due to the enjoyment of the customer's experience, as the other parks are of the same genre, this could be a possible reason why they have roughly the same KPI percentage. ✓

Warm welcome on entry is focused on as it is the first interaction that the customers are likely to have, this will create either a positive or negative first impression which will be difficult to change throughout their day out. Warm welcome on Entry is judging the staff qualities, it is important that the staff have the correct attitude to their work as they can make a big impact on their day. Thorpe Park and Alton Towers do not perform as well as Chessington with a 23% difference between them. This may be due to the different target audience of the parks. Both Thorpe Park and Alton Towers are targeted at Teenagers and Students whilst Chessington is mainly aimed at younger children and families, these types of people need to feel welcomed and have a negative interaction will have a larger impact as it will upset the children and parents more. ✓

The next area focused on is queuing spoilt my day, it is important as it will have an impact on the customer's overall enjoyment of their experience. Queuing spoilt my day is also key as it will show the reliability of the rides and also the enjoyment of experience. People do not want to spend the whole of their day queuing but if they do they will not be happy. In this category Thorpe Park has the highest percentage out of the 3 at 38%, however in general all three parks have low figures. This may be again down to the target audiences. The target market of Thorpe Park and Alton Towers want to go on as many big thrill rides as they can, these involve queuing, whereas younger children, the target audience for Chessington, have to constantly have something to do whether its games or the zoo they do not have the patience to wait in queues as they easily get bored. ✓

Staff made my day more enjoyable is monitored as it will show how well the staff are performing, on the basis of customer service. It is vital as the customers need to receive a high level of customer service from every staff member they interact with. Staff made my day more enjoyable is assessing the staffing qualities, they are judging how well the customer service given by the staff was, if this area is high it will show the staff are making the visitors feel well looked after and important. From the graph it can be concluded that Thorpe Park is in the middle of the three parks. Thorpe Park may not have done as well as Chessington as they aim to attract a younger audience who need to be kept

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entertained and will get bored easily, so the staff interaction will have a larger impact on keeping the younger target audience entertained. ✓ analysis

Values its customer is vital as it is assessing how well its customers are treated, it is so important as every customer has a right to feel appreciated and respected by the staff of Thorpe Park. Values its customer is assessing how well the customers were treated, if they feel unhappy with their treatment it will have a negative effect on this category. The graph shows that Thorpe Park and Alton Towers both have the same percentage; this is because they both aim to attract teenagers and students whereas Chessington needs to ensure every child is looked after and made to feel special. ✓

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Recommend to a friend is assessing the overall enjoyment of experience; if they have had a wonderful day out they will tell a friend and recommend Thorpe Park as a great place, boosting figures and sales. Below is a table showing the KPI's of Thorpe Park and how well these compare with Alton Towers and Chessington World of Adventures. The graph shows evidence the Thorpe Park has the highest recommend to a friend percentage to that of Alton Towers and Chessington. ✓

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Thorpe Park monitors enjoyment as it is a measure of how well the customers have enjoyed their day. It is important to know this as then Thorpe Park can figure out where they are going wrong and what they need to do to, whether it is bad customer service the guests receive or a lack of rides available, Thorpe Park needs to know if it wants to improve and avoid these situations in future. All three parks have a similar percentage as they are all theme parks and offer the same service. ✓

Value for money is monitored as it judges whether or not the park is worth what the customers are paying, based on factors such as rides, facilities and admission costs. It is key to know this as if customers believe the park is not value for money they will not go back and also tell other people not to go there either, meaning Thorpe Park will lose out on business. All the parks have roughly the same percentage with only a 3% difference between the lowest Alton Towers and the highest Chessington with Thorpe Park in the middle. This may be again due to the fact that all the parks offer the same products and services to customers. A reason behind Chessington being the highest maybe that its target audience of families are easier to please than teenagers who will care a lot more if a ride is broken down that they really wanted to go on. ✓ analysis

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Thorpe Park has chosen to monitor customer service as it will greatly impact a customer's day. Customer service is important as staff will interact with customers at some point during their day and it's important that the staff represent Thorpe Park in a professional and helpful manner. The results show that Thorpe Park performed equally as well as Alton Towers; this may be as the two aim to attract the same age group, 13-25 year olds, whereas Chessington works a little harder to make sure a good service is available to families as they need to be looked after more. ✓

Cleanliness is monitored to make sure all customers have a safe and hygienic environment. It is vital as if customers believe a place to be unsanitary they will complain and cause unwanted bad publicity. Thorpe Park will need to ensure it is clean so they do not lose their custom. All the parks have a high level of cleanliness to ensure all customers remain in a clean and happy environment. ✓

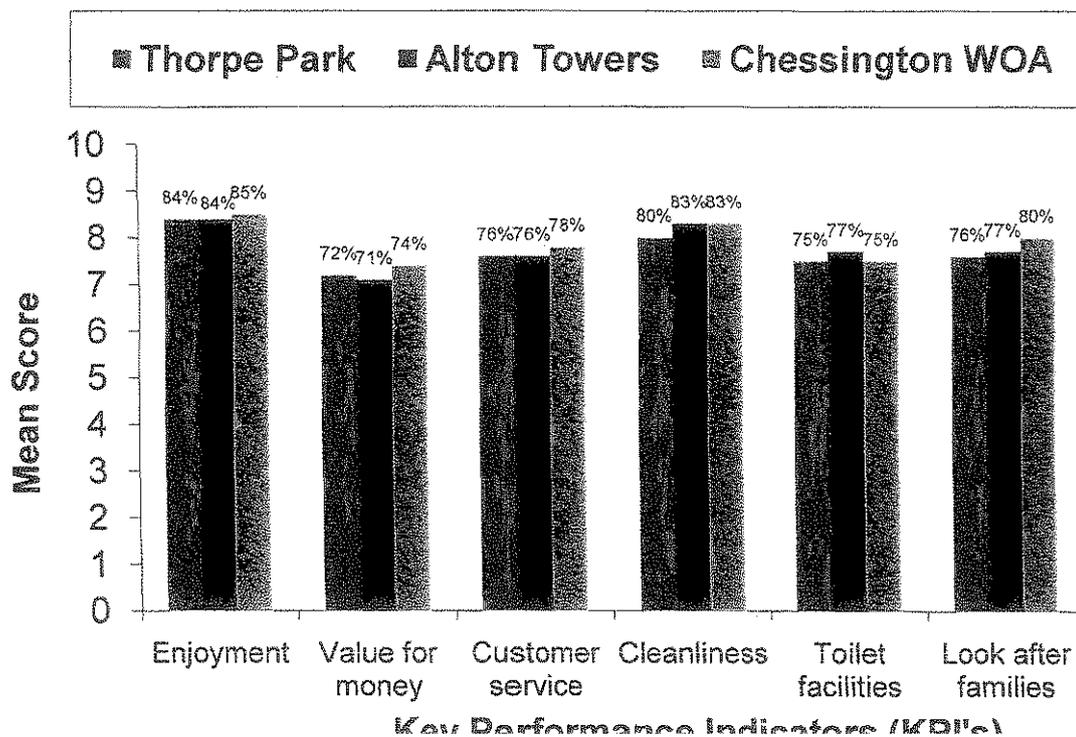
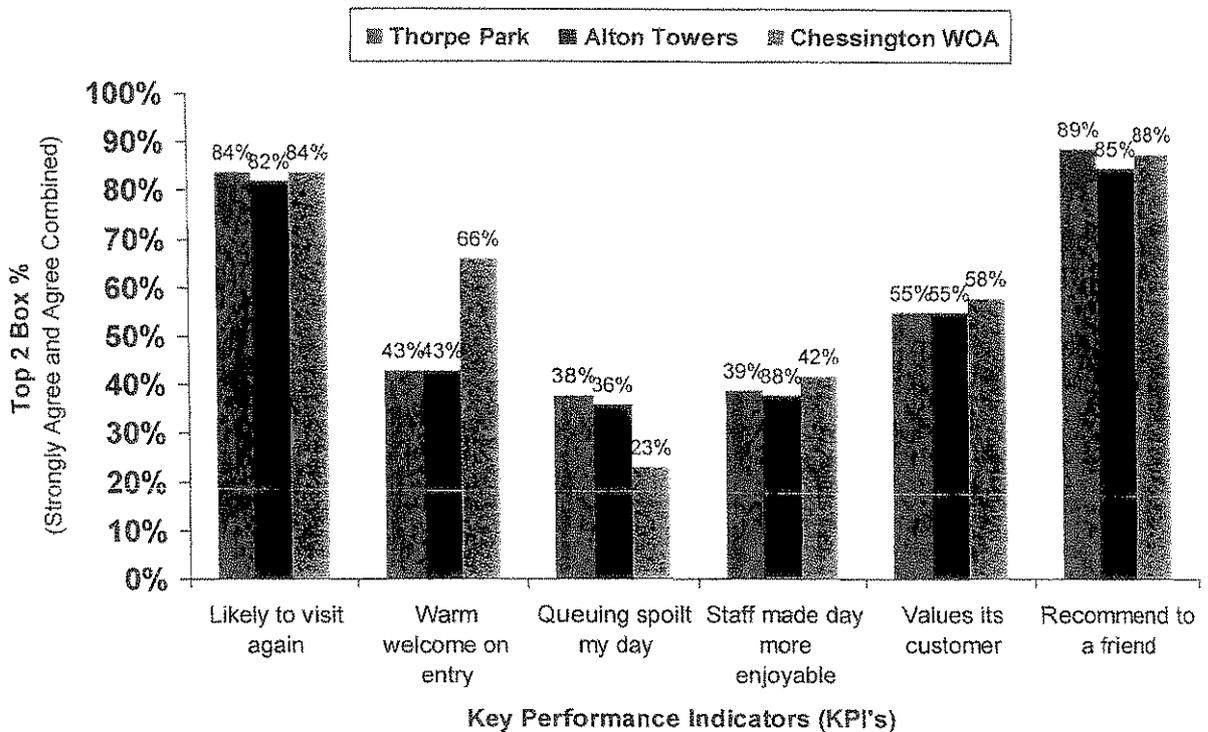
Toilet facilities are monitored to make sure people's needs are being looked after. It is important to know as people will feel they are not being looked after if their needs are not met. It appears Thorpe

Park is similar with Chessington with the provision of toilet facilities with Alton Towers being a little bit higher. ✓

Thorpe Park monitors how well it looks after families as they represent a different type of customer visiting the park. It is important to make sure Thorpe Park offers enough services for all the different types of customer it attracts. In comparison Thorpe Park does not look after families well compared with Chessington. This may possibly be due to the target audience Chessington focuses on which is families with younger children, so it will provide the baby changing and rides suitable for a younger audience. Whilst Thorpe Park mainly targets teenagers and students and so does not provide as many facilities for families. ✓

analysis

Excellent application of the KPI'S. mb3.



It is important to realise that Thorpe Park need to measure their levels of customer service, they do this in several ways. These include; "your voice counts" which is a staff based suggestion programme, Focus groups, Mystery shopper cards and surveys. ✓ *methods*

The "your voice counts" programme allows the views of the internal customers to be heard. The voice counts forum is a consultative body which allows employee representatives to be elected by their colleagues to suggest improvement areas on behalf of all colleagues. Your voice counts allow every employee to contribute to help the park improve, and have their say about decisions which may involve them. The representatives should make sure they represent all different types of employees; this will ensure every member of staff's opinion is heard. This will benefit the organisation as the staff will be satisfied as they will feel their opinion has been heard. This will lead to a higher job satisfaction and a decrease in the staff turnover as the staff will feel their views have been heard. However, the representative may not have time to hear every person's view as there are over 1000 staff at Thorpe park and one person will not have time to carry out their job as well as going around listening to each individual staff member. This method is judging all of the quality criteria, it takes into account the ^{employees} customers own opinion about anything they have had problems or found high-quality throughout their day. (Reference source 1) ✓ *AB*

✓ A survey is also given out to staff. The "We say we win" survey allows staff to say how they are finding their jobs and will allow Thorpe Park to work out an average score of how satisfied the staff are. It assesses the satisfaction of the staff and allows Thorpe Park to work out if the park needs to help support its staff more. If the staff are not happy they will not work and interact well with the guests and will damage the reputation, this survey is important. It is good as it allows the staff to show if they are dissatisfied and if so tells Thorpe Park which areas they need to improve on. It is good for the staff to express their views as it allows them to feel like they have a say in the decisions which may involve them. However, there is a lot of staff to listen to and so will take a long time to process the results, which may make the staff feel as if their view has not been taken into account. This method assesses the staffing levels and qualities as it asks about the job skills and career ✓ Q-C development. It also assesses the health and safety as it asks two questions which relate to health and safety. The 3rd to last question addresses the consistency and accuracy as it asks if employees are kept well informed about what is going on. It also assesses customer service as quite a few of its questions relate to customer engagement and creating "magic moments". They are using this method to gather information to collect the opinions of the staff, as they have firsthand knowledge because they are the ones giving the service their results are quite accurate. (Reference source 2) ✓ *analysis*

The staff who return year after year carry out returner's induction feedback. In this they can suggest ideas for improvements, ideas for incentives and any customer service issues. This will benefit the business as it takes in the opinion of the people who worked there the previous year, so know what it is like and can give rational ideas about what needs improvement. It also allows the employees to suggest ideas about decisions which may affect them. However, they may have forgotten what it is like to work there; also they may be unable to think of ideas for incentives or things that need improving. This method assesses staffing qualities and gives ideas about improvements and key areas they need to work on. (Reference source 3) ✓ *AB*

The reception questionnaire is given out to employees of Thorpe Park and asks them to rate certain areas and suggest improvements. It is useful as it listens to the views of the staff who have the inside

knowledge and who really know what is going on, this is good as then Thorpe Park can make improvements to the current situation whilst pleasing the staff as well. The staff will feel their views have been heard and will enjoy their jobs more, this will also make them work harder and will earn more profit. However, Thorpe Park employees may not be completely honest as they want to look good for their bosses. This will make their contribution not worthy of anything and they may have no suggestions at all. The method relates to the staff mainly, what they do well and what they should improve on. This method is successful as it takes the staff views into account. (See resource 16) ✓

A rehearsal day is another method used to assess customer service. Friends and family of the staff are invited to come along to the park before the official season begins and see how things go. It will benefit the company as they can predict which areas will succeed and which areas they need to work on before the customers even arrive, but however it might be biased as it uses the friends and family of the staff members. (See reference 11) This is the feedback form which the guests fill in. It relates to such areas as Cleanliness, it is important to receive their view as they can take the feedback and work on it before the main season kicks off. Staffing qualities are also assessed as it is important to know whether the staff will create memorable moments for guests. It also assesses price and value for money by asking about the shops and restaurants. The last questions cover five of the Key Performance Indicators, queuing spoilt my day, staff made my day more enjoyable, likely to visit again, recommend to a friend and warm welcome on greeting. This is a good method and is successful as it will show to Thorpe Park which areas will help them improve before they paying customers start to arrive. ✓ analysis

Every so often a staff performance review is carried out. This is when the employee's work is monitored to see if they are along the right lines. This is useful to Thorpe Park as they can see whether they have trained their staff well enough and also discover staff who aren't performing so well then they can see how they need to improve and how the company can avoid them when training future employees. This is an effective method of assessment as through this monitoring the employee can learn ways to improve and help get better. However this method takes time as it is hard to monitor each member of staff. This area again relates to staff qualities and their levels of customer service. They use this method as it is easy to monitor one person at a time and sit down a discuss what they are doing right and what isn't going so well. It is successful as it allows the staff to improve and gives them feedback on how well they're doing. ✓

Incentives are a way to judge customer service. Incentives will make staff work harder at what they are doing in their job. It is useful as it will highlight to Thorpe Park the staff members who are giving great customer service, the ones who receive the bonus or other incentives and the ones who are not giving all they've got by judging who hasn't put the effort in to obtain the incentives. Ideas for incentives may come from the staff themselves (resource 3) through returner's feedbacks, this will benefit the company as it will, from this devise incentives that the staff will work hard to receive. However they may not be fully reliable as staff may have just said what they need or want, not taking into account of what other staff members may desire. Ideas for incentives include group trips to other parks within the Merlin group, a bonus or promotion, a dream ticket (this will allow the possessor to have access to any Merlin attraction for a limited time for example a year) or even a few more rides being open for staff members to go after or before the park opens or closes. This method is successful at targeting the customer service and staff made my day more enjoyable

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criteria as it focuses on improving staff morale to help the staff be happier and achieve a higher job satisfaction. ✓ *analysis*

Good internal methods found!

As part of the Merlin group each park is asked to fill out a customer service questionnaire (see resource 15). This will assess Thorpe Park on many of the quality criteria. It will benefit the park as it will allow them to have a chance to say what is going well and what is going not so well and have an outside opinion of the Merlin bosses. It will allow new and fresh ideas from people not working within Thorpe Park and so will make Thorpe Park a better place to visit for customers. However it is a long form and the organisation may find they do not have enough time to fill it in and when they do it may be rushed and not entirely accurate. Another disadvantage is that there will be no immediate feedback; it will take a while to be processed by the Merlin group so that nothing will be picked up on for a while. The first section is entitled "value for money" this directly relates to the quality criteria price and value for money. The reason behind this is to find out if Thorpe Park believes they are providing their services and products at a price which customers will find it hard to compete with. The second section relates to the customer service they provide and whether or not it is of a high standard. Merlin needs to ensure all parks are giving fair and competitive levels of service as it is important if they want to keep their customers loyal to them. It also covers consistency and reliability as well as accuracy in the third section where it asks about accurate information (questions 14 and 10) and also the consistency of the staff performance (question 12). Section 4 addresses staffing levels, this is used as the Merlin group as a whole may wish to see what their peak times are and from this can work out a rough guide to peak times for all parks. Accessibility is assessed in section 5 to see whether or not the park can be easily used by all members of the public, this is important as every type of customer has a right to enjoy their day out. Section six is aimed at assessing the Health and Safety of the park. Cleanliness and hygiene are being assessed in section 7 as the staff will be filling out this questionnaire and so will have a inside knowledge. The provision of individual needs section is separated further into different types these are; business men and women, groups, different ages, different cultures and languages and wheelchair users. By assessing the different provisions of needs they can see which areas they need to improve on to attract new types of customers. This is a successful method as it will highlight the key points Thorpe Park needs to improve on to succeed. *analysis*

Q.C

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ABZ

Thorpe Park believes it is important to listen to guests as well as internal employees seeing as they are the ones paying to visit the place. The guests can fill in a guest comments card, this assess all the quality criteria and allows guests a space to write in comments about what they have experienced through the day. This is a reliable form of feedback as the guest can easily fill in the form and their views will be heard. However it is hard to process as it is qualitative data rather than numerical data and so is harder to display in the form of a chart or graph as people are expressing their opinions.

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(Reference source 4) ✓ *analysis*

✓ Complaints are also a way of assessing the customer service. Through complaints Thorpe Park can learn what they are doing wrong and gather possible ideas on how to improve. The guests can complain in many different ways; e-mail, fax, on the day, telephone and letters. Each different complaint will point out a weaker area of the park, showing something they can do to improve. This will make the park a better place overall as these they can take these complaints and use them to figure out what they are doing wrong. However using complaints isn't the most reliable method, when people are angry they tend to often over-exaggerate, for example someone may say, "All the

ABZ

rides I wanted to go on were broken down today" where the case may have been only a few of the rides were closed. This is not reliable data and so has to be looked at with an open mind. Guests can and will complain about all the quality criteria listed above, however the main ones may include, *BC* staffing qualities, reliability, and enjoyment of experience. It is easy for customers to complain on the day all they have to do is go to the guest services area and they will try to sort out their problem; if the problem cannot be resolved the guest will be given a guest comment form to allow them to write down what their problem was. Thorpe Park will then look at this and will see what they can do to try avoid it happening again. Thorpe Park also accepts the other forms of complaints. It is easy and straightforward to use as all contact details are provided on the Thorpe park website. A response is then later sent out and something will be done, for example a ticket maybe refunded or a ticket for a return date may be given out. *analysis* From the weekly complaints summary (source 13) Thorpe Park can see that most complaints handled are done on the day in person. This may be as when the customer is most angry and so wants to feel like someone will listen. It also appears that most people complain about the rides, with 2,860 complaints in 2005. *research.* This is because people go there for the rides, if their favourite one is closed they will not be happy, this will show Thorpe Park that they need to improve on their ride reliability to avoid future complaints. *good analysis* (Reference source 4)

Thorpe Park use Focus groups to gather information about what guests enjoyed and what they didn't, it also targets what one segment of the audience thinks. This simply means getting them in a room and having an open discussion about their day, they ask people of all ages and groups. From this they can work out key areas which they need to improve on to succeed or make the park even better, especially working with different age groups this can help the park decide on which groups they appeal to the most. It takes in the views of the external customers and they are the target audience, so if Thorpe Park can discover what the guests are not satisfied with, they can take this and improve on it. *BC* It relates to all the quality criteria listed above and allows visitors the chance to have their say and recommend possible improvements and weaker areas to the park. It benefits the park as it highlights the areas they are failing on, allowing them to be improved resulting in higher visitor numbers as the park will have enhanced its weaker areas and give an overall better service. It also gives the park an idea about the needs of each different type of external customer and also which groups are coming. However after one day they might not have received enough insight to Thorpe Park, they may say the staff are "demotivated" but may not see what they are like during other times of the year, they may think the park is untidy or unhygienic but they may have arrived in the afternoon after the park had opened to guests. The park will also have to do more of these as they need to get an idea of all the different types of customer. Another disadvantage is that the results may be bias due to the same age groups being questioned, Thorpe Park needs to ensure that everyone's view is heard. *analysis* For example, Thorpe Park may choose only to use Teenagers; this would not be fair on other groups of customers such as families, special needs or foreign tourists, as well as not listening to other age groups. The focus group feedback mainly concentrates on 5 main areas, *BC* the entrance to the park, the staff, queuing, cleanliness and Gatemap. The entrance to the park needs to create a good first impression to potential visitors otherwise already they will not be satisfied with the service. The staff can make or break a guest's day and so it is vital to get feedback on how well they are doing. Queuing is important as if people are stuck in queues all day it will ruin their overall enjoyment. Cleanliness is also vital as people want to enjoy their day out in a safe and clean environment. The Gatemap is important as it helps show people where to go, it needs to be

easy to carry and attractive to make sure people use it. All these areas can pick up ideas on how to improve during the focus group feedback (See source 12) ✓

The park uses mystery shoppers as a way to test out its customer service. A mystery shopper acts as a regular customer, will come in and then rate the treatment they have received from the staff, a mystery shopper will be a professional and will be paid for their work. The scores will be worked out and at the end of the year they can work out the weakest and strongest areas; they can also do this after each individual mystery shopper and will aim to improve their score by the end of the year. The mystery shopper will come in quite often but will remain unknown to the staff, this means that the staff need to give good customer service levels to everyone as they never know who the mystery shopper is. From the results the park can find areas which they need to improve on, for example in 2007 the mystery shopper score for the admissions was 80%, a high score but still one of the lowest areas, this meant that Thorpe park needed to make the admission staff more stimulated and show more enthusiasm through their attitude. The Mystery Shopper measure is a good way of assessing customer service as it will make sure the staff "create magic moments" (reference source 5 section D "A moment of magic service) for each customer as they will never know who the mystery shopper is. Section D relates to this idea of magic moments, it asks if there was anyone in particular who gave outstanding service, this will highlight the staff member and they may receive some kind of reward or incentive. (Reference source 5) On this Mystery shopper form in section C there is a heading Service and Staff interaction. This measure the customer service of the park and make sure they are creating those "magic moments" for every customer. The mystery shopper also covers areas such as Health and Safety (reference source 5 section B); this will strive to ensure every customer is in a healthy and clean environment. The Mystery Shopper measure is a good way of assessing customer service as it will make sure the staff "create magic moments" for each customer as they will never know who the mystery shopper is. It will also give an idea of what areas of the park are good and which areas need to be worked on, helping the park to improve will boost business as these improvements will make the park a happier place to visit and work. This technique is assessing the customer service levels of the staff; however it will not give a reading for each individual staff member, the Mystery shopper will not have enough time to assess every member of staff and so will only give an overview of the park, not each individual staff member. In this case, the staff members may not think the suggestions from the mystery shopper apply to them. (Reference source 5) (Reference source 10) This is a copy of the mystery shopper scores of 2007. It shows that every area which provides customer service of any sort is rated. Each is then given a percentage and work out as a rank later on in the year. It is clear from the results that all the high ranking attractions are in fact in the kiddie's area. These may have higher ratings as it is mainly targeted at families with younger children who are easier to please than teenagers and adults. This maybe why as the list goes on more of the attractions are the more thrilling rides and services available for older people for example "Poncho Barrow" sells ponchos to those who wish to ride tidal wave. This may have a lower Mystery shopper score as it is targeted for an older market as younger children are not permitted to ride and a height restriction is in place. ✓

A variation of the mystery shopper is also used to asses' different areas of the park. It is a simple form which is completed by a normal customer and most of the questions have a straight forward yes, no or NA answer (source 14). This is a benefit as it can highlight the areas which Thorpe Park are not doing so well in but however the comments section is very long and contains a lot of qualitative data which is harder to process and turn into tables and charts. It is however a successful method as

it assesses all areas of the quality criteria for example in the general and exit section it asks "site was clean" this is directly asking the mystery shopper whether the park was clean and will give direct feedback of a yes or no answer. It relates directly to the cleanliness quality criteria. ✓

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Thorpe Park also uses a customer service assessment, a variation of the mystery shopper, to assess their customer service skills. A regular person is asked to fill out the form. They will rate each of the following areas which will add up to produce an overall score. The areas are; external arrival and parking, till/reception, ride area appearance, toilets, shop and retail outlets, photos, catering and general exit. These areas focus on the staffing qualities, cleanliness and hygiene, accessibility and reliability and the enjoyment of the experience. The benefit of this method is that it assesses the quality criteria and allows a normal park visitor to have their say. It also produces numerical data which can be easily displayed in the form of a chart or graph, allowing the results to be clearly collected. However, it cannot assess all of the areas of customer service within the company. (Reference source 4, bottom half) ✓

Data capture is another method of collecting visitor data. When visitors visit the website, book tickets and request a newsletter their data is collected. This does not assess any of the quality criteria but does however allow Thorpe Park to see what age groups they are attracting to the park and who to then make improvements for to attract different types of customers. This will not however tell Thorpe Park about their service, it will just state who is coming and allow possible suggestions for why certain groups are not coming and if so give ideas about what they need to improve to attract different groups. (Reference source 6) This is a successful measure as it benefits the organisation as it will determine to them who their target market is and from this they can decide what they will need to do to ensure they keep returning and also who they start needing to make the park available to. ✓ *analysis*

The park also carry surveys on site to pick up the response to special events like fright nights. This will see the public reaction to new events giving Thorpe park information on whether to continue with them the following year. This is testing out the quality criteria of enjoyment of experience and is seeing if they are enjoying the special events. It will then allow Thorpe Park to come up with new ideas for events based on the feedback they have had on other events. However, it does take a lot of time to go and collect the data so will take time to be processed. ✓

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On exit a questionnaire is given out. This is a type of informal feedback or a survey. It collects information on people thoughts about their day. From this Thorpe Park can gather which areas they are failing on and which they are improving on. The main questions relate to 3 areas, enjoyment of experience, they want to know if they enjoyed their day, if so why not. Staffing levels and qualities, Thorpe Park wants to know what visitors think of their customer service, if they were satisfied with the treatment they received. Finally they want to know if the guests thought it was value for money, if not they can think about what they need to do to make it good value for money. This is a good way to discover what people think of the park, it is not compulsory for all guests but for the ones who take their time to fill it in give vital feedback on possible improvements to the park. Any improvements to the park will cause a rise in customers, it will make original customers want to return and attract new ones too. However people are not always honest and may lie or some people may leave the questionnaire till a later day, in doing so forgetting their experience. This may make the data unreliable and may confuse the matter. The form is also very long and people may *2.c.*

find it confusing to fill in. The data collect is very qualitative and so people may find it harder to fill in. Only 1% which are given out are returned back as there is no incentive for the return of them. This unfortunately makes this method not very successful as so little of the questionnaires are returned. ✓

analysis

The local community newsletter allows the local community to have their say. Thorpe Park will cause a lot of disagreement in the local community, people will not like having their neighbourhood disrupted by distant screams from stealth. It is important for Thorpe Park to listen to the views and comments from the local people, to make sure they are kept happy. ✓ Thorpe park sends out a newsletter to allow local residents to see what is going on at Thorpe Park, they can then suggest comments or disagree with suggestions. This is one of the main reasons; Stealth was painted blue and white, to match the sky so it didn't become a disruption to the local residents view. (See source 8 and picture 9) (See source 8) ✓

AD3

Excellent research nbs.

Communicate
By listening to different views Thorpe Park has made many changes and improvements to incorporate people's ideas and suggestions. Due to many complaints about cleanliness Thorpe park has introduced more bins, some recycling, into its park to encourage people to throw away their rubbish, also Thorpe park has employed more cleaners and litter pickers to cope with the situation. ✓ Thorpe park has introduced more signs around the park (see pictures 6 and 7) to give guests more information about what there is to do and where things are, this will make the guests happier as they will feel well informed and there will be less confusion and more fun during their day at Thorpe park. ✓ Disabled access (see picture 5) has been encouraged through the methods of feedback, people with special needs are well cared for, they are given priority to ride, however must wait the queue time they should have waited before they ride again, due the influence of other guests. There is wheel chair ramps and rental provided, meaning that more disabled guests will be encouraged as they know they will be well looked after. ✓ The fast-track scheme has been introduced to allow guests who are willing to pay that little bit extra to avoid waiting in queues. One of the things people mostly complain about is queue length, roughly on average 80% of guests said that the main thing which spoilt their day was queuing, which is unfortunately something Thorpe Park cannot help. By introducing this scheme it allows guests who wish to purchase special fast track tickets to do so, allowing them quicker access avoiding the queues. ✓ Considering the thoughts of local people is very important, this is why the newest ride, Stealth, is painted blue and white so that it blends in with the sky and does not disrupt the local resident's skyline (see picture 9). Thorpe Park has also started to cater for different dietary needs (see picture 10) this shows that Thorpe Park is starting to realise Britain's varying culture and to attract more guests it needs to cater for all their individual needs. ✓ Since its website has been running Thorpe Park has found it easier to communicate information to its customers. Customers can now print off tickets and can easily gain access to the park where as before they may have had to have waited in the long queues before to get in. Thorpe Park now carries out random searches of guests and employees, to ensure the safety of everyone in the park. (See picture 11). ✓ Gradually, Thorpe Park is starting to cater for the needs of different customers. It has introduced two new policies which relate to families. It has introduced the height guide to make it easier for guests to know at the beginning of their visit which rides will be suitable for their children. ✓ It saves the parent's time queuing for rides only to find their children aren't allowed on. (Reference source 9). ✓ At the information desk at guest services parents can request a wrist band for their child, on this wrist band they will fill out the parent name and contact details to ensure their child can be safely returned if he or she gets lost, however it does not require the child's name and

AD3

this is a good idea as it will help reduce the chances of the child being abducted and will help the child gain trust with the person who found them. Thorpe Park has introduced extra signage about queuing times to reduce the number of people who will get angry about waiting in long queues. By providing the queuing time it gives them the information to decide whether or not they wish to wait in line. Cheaper lockers have been introduced to reduce the amount of complaints received about there being not enough space available to store belongings; also this will reduce the complaints received about how expensive it was to leave belongings somewhere whilst going on rides. ✓ *good section*

Thorpe Park must have a way of assessing its customer service; otherwise it cannot learn how to fix the problems it is facing. It is key as without good customer service the customers will not be happy and will not return, losing the company business and spreading bad publicity. Currently Thorpe Park provides quite a high level of customer service which is monitored regularly and improved due the monitoring feedback. The service from the staff is of a high quality with the staff being friendly and willing to help (see picture 1). Thorpe Park is a clean and safe environment for the staff to work in and for the guests to visit. It is a safe place to visit also as all guests are safely checked before going on the rides and also random searches are carried out. However Thorpe Park has some areas of improvement, firstly they do not cater for all the customers who go there. They provide decent facilities for people with special needs, families and groups but however fail to meet the needs of different age groups and foreign tourists. To further improve Thorpe Park could put more signage up around the park for non-English speaking people in a language they will know and recognise, also possibly use more pictures to direct customers as pictures are easy to understand. Thorpe Park needs to ensure these needs are met otherwise they will lose business through lack of custom and also will earn a bad reputation for not meeting the needs of some types of customers. They also fail to meet the needs of different age groups as they do not provide facilities for the elderly or very small children. To improve Thorpe Park could introduce more benches and areas for people to sit and rest in, especially sheltered areas in case of bad weather. People want to be healthy and Thorpe Park are trying to meet this need (picture 10) but however there is not a wide variety of choice on offer, to help attract further custom Thorpe Park need to ensure all customers are well catered for and a wider range of food is available. In conclusion there are only a few key areas Thorpe Park needs to improve on to attract further business as its customer service seems to be of a high standard. ✓ *good*

B3

B3

B3
MB3

Consistency and Accuracy

The park needs to ensure all information given is accurate and consistent, if not it will cause confusion to staff and the public. Thorpe Park provides accurate information on its website where it states the prices and opening hours, this benefits the customers as they can work out whether to go before they get there. Thorpe Park provides information also at the entrance of the park, such information includes, and opening hours, prices and unavailable rides, this information is the same as that on the website, showing Thorpe Park is consistent with giving out accurate information. This will benefit the park as the guests will feel well informed about what is going on and making guests feel important, this will make the guests feel satisfied with their service and will encourage them to return. Thorpe Park make sure all information on their website is accurate and kept up -to-date with what is going on in the park for example opening hours, prices and ride closures. Thorpe Park has to regularly update it at least once a day to make sure all information is accurate. Thorpe Park makes sure all customer service given is of a high standard, ensuring that it is consistent. By assessing the customer service level it will help Thorpe Park to conclude whether all areas of the park are giving the same quality care in looking after customers. This is important as Thorpe Park wants all areas to be high quality and if one area lets them down people will not be satisfied. Many ways are used to assess the customer service and each will assess a different area or receive feedback from different types of customer. ✓

good application.

Enjoyment of Experience

People want to have fun at Thorpe Park; they want to have a great and memorable day out. If they do not however they are likely to tell others damaging the reputation of the organisation. Thorpe Park will also receive complaints from people who have had a bad experience. Through hearing about these Thorpe Park can then use them to find areas for improvement. This will then ensure that the same thing will not be complained about again, less complaints means happy staff who then give excellent customer service which then goes on to lead to happy customers. This will benefit Thorpe Park and through developing on its bad areas will improve the park as a whole attracting more business and customers. ✓

Health and Safety

"The Company aims to provide and maintain the highest practical standards of safe working conditions throughout its operations together with compliance with legislation in order to protect the health and safety of its employees and visitors". This statement shows Thorpe Park cares a lot about its health and safety rules and regulations. This can be seen as you enter the park (see picture 2) which gives a positive image that Thorpe park care about its customers. If no one feels safe in the park they will not return whether it may be on the rides or just generally around the park, safety will impact the return factor. The company needs to ensure all staff are safe; otherwise the internal customers will not be happy working there, which will show through their attitude towards external customers. Thorpe Park complies with the Health and Safety at work act of 1974, where it sets out the general rules and regulations for employers regarding staff. The rides need to be safe for guests to go on, if they are not the guests will feel insecure and complain causing trouble for the company. As well as this the guest is likely not to return showing that safety is key for any business. ✓

good application of photo.

analytical notes.

provides, it needs to have the edge over its competition to ensure that people will go to Thorpe Park and be happy with paying out their money for the services and products they receive. They use a competitor analysis to show how they are comparing to other theme parks. They compare themselves to other Merlin groups attractions for example Thorpe Park and Chessington and other attractions such as Drayton Manor and Legoland. This is to make sure that they are attracting the customers and if not what areas do the other parks have which Thorpe Park don't. ✓

excellent
analysis
wbs.

Reliability

Thorpe park needs to make sure the rides are reliable, if not people will have an overall bad experience and give the company a bad reputation. Thorpe park need to ensure all their rides are reliable, they check them regularly for faults and tests, if one is not working they will display it on their website in the "currently unavailable" section. Also they will display it at the front of the park before the ticket offices, so if people come and realise their favourite ride has closed they can make a decision whether to stay or come back another time. During June last year 35% of people were dissatisfied as they didn't get on all the rides they wanted to, this shows that people will not be happy if they do not get to do everything they wanted. Also during this time Stealth, one of the most popular attractions was closed may provide evidence for the decrease in the overall enjoyment sector as figures fell during the same period. The staff also need to be reliable, if the staff are not the customers will not be satisfied. A reluctant staff will lead to more complaints and this will have a negative impact on the company reputation. Reliability is an area which will point out what needs to be done to improve the park, Thorpe Park can judge by reliability on how the customers find the park.

research.

analysis

wbs.

Staffing levels and qualities

Staff can make a big impact on the enjoyment of a day out. It is important Thorpe Park provides the correct number of staff to meet the needs of the customers. Thorpe Park can use data from previous years to produce a forecast on which times they will be busiest. This will allow Thorpe Park to accurately predict when the need for staff will be higher, e.g. guest level peak during times of Halloween, Easter and the school holidays; this will allow Thorpe Park to cater for everyone's need by having more staff available, to make sure every customer has a memorable experience. By having more staff Thorpe Park will find it easier to deal with any problems or queries the external customers may have as there would be more staff available to handle them. This will lead to making the park a happy and making the park a happy environment. If there are not enough staff to look after the guests, they will not be happy, this means that the staff have had a negative effect on the overall enjoyment of the customers experience and the customers are likely to complain, meaning a bad reputation or not return, impacting the revenue of Thorpe Park. It is also important to assess the skills of the staff. If the staff are not correctly trained or qualified they cannot look after customers, this will mean Thorpe Park will become well known for having under qualified staff and or having a staff with a bad working attitude. It is vital to consider this as the staff will interact with the customers throughout the day and they must make sure they "create magic moments" for everyone. The staff attitude must be happy and helpful to make sure every guest has a great time. (See picture 1) ✓

analysis

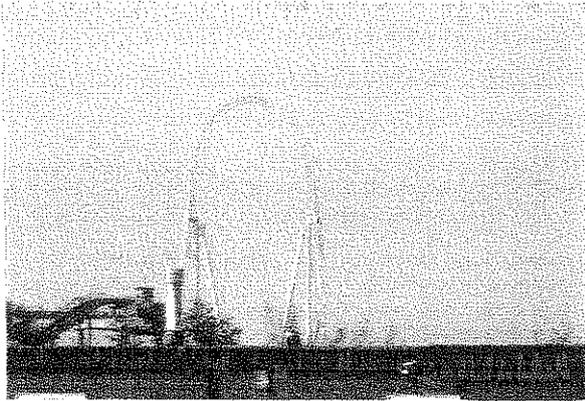
good
analysis
applied



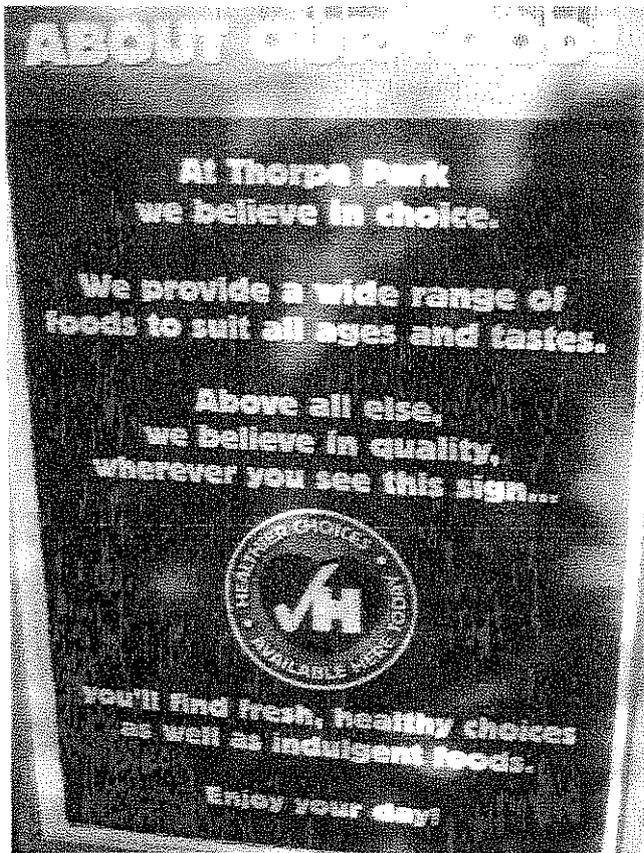
Your Voice Counts



- The Company is committed to informing and consulting with employees about business issues.
- The YVC forum is a consultative body which enables employee representatives elected by their colleagues to raise business improvement ideas with their colleagues.
- YVC provides an opportunity for employees to influence and be involved with decisions that are likely to affect them.
- YVC reps. Should represent all employees in their constituency in line with our Equal Opportunities policy and regardless of contract type, grade, location or status.



Picture 9- Stealth, painted blue and white to not disrupt the local skyline, W drive source



Picture 10- Catering for different needs W drive source.



Picture 11- Random security searches being carried out.

Source 2

WE SAY WE WIN

	2003	2004	2005	2006	Whole attraction
Engagement	82.1	91.2	84	87.2	79.6
I enjoy working here	92.8	98.1	93	91.9	91.7
I feel secure about my job	82.2	88.7	80.7	83.8	79.7
I enjoy a good work/life balance	82.1	92.5	86	90.5	67.1
I am able to take pride in my work	89.3	90.6	82.4	86.5	87.5
I am encouraged to put forward ideas to improve the way I do my job	71.7	88.7	82.4	85.2	72.4
I would recommend TTG as an employer to my family/friends	75	88.6	79	85.1	79.4
Health & Safety	87.6	91.6	89.5	77.8	81.3
Unsafe working conditions are quickly corrected	82.2	84.9	82.5	76.3	72.8
I am encouraged to try and minimise risks and ensure a safe working environment	92.9	98.2	96.5	85.2	89.8
Job Environment	85.8	81.2	74.6	85.8	83.1
I have the tools & equipment to do my job properly	78.6	79.2	68.4	87.8	82.6
Company procedures encourage me to provide excellent customer service	92.9	83	80.7	83.8	83.6
Job Skills & Career Development	76.2	76.8	78.4	77	76.9
I am trained properly to do my job	96.4	90.6	84.3	94.6	90
People show an interest in my progress and development	60.7	66	72	62.1	65.3
At work I have the opportunity to learn and develop	71.5	73.6	78.9	74.3	75.3
Leadership	89.3	81.2	84	86.5	82.1
My line manager cares about me as a person	96.5	81.2	89.5	85.1	83.8
I am part of a good team at work	100	86.8	94.8	94.6	94.6
My line manager behaves in a way that gets the best out of me	89.3	81.1	84.2	85.1	83.2
I receive recognition & praise when I do good work	75	62.3	71.9	73	66.3
I have talked to my line manager about my performance/progress in the last 6 months	75	81.1	64.9	83.7	70.7
I know what is expected of me in terms of how I do my job	100	94.4	98.3	97.3	93.9
I am fairly paid for the job I do	53.6	58.5	43.8	60.8	49.3
Vision and Values	79.8	86.2	83.6	83	80
I am kept well informed about what is going on	57.1	67.9	61.4	62.2	60.1
The work I do helps to achieve the mission statement	92.9	94.4	94.7	94.6	88.9
Delivering magic moments is important to me	89.3	96.3	94.8	93.3	90.3

Best demonstrated value 2005: THANK YOU

Overall average 2005: 76.8 79.87

Worst demonstrated value 2005: EDGE

Overall average 2006: **79.73** 76.04

Best demonstrated value 2006: POSITIVE ENERGY

Worst demonstrated value 2006: POSITIVE ENERGY

See

Taken directly from document 'USWW' on the Wdrive.

Returners induction feedback

January 2008

Suggestions for improvement

- LED outside the park with Q times
- Rides control own LEDs
- Better communication of ride Q times between rides
- Can agency staff be identified to customers as such?
- Make lockers cheaper to reduce complaints
- Standardise height sticks

Suggestions for incentives

- Cast member of the week award
- Social trips to Oceana
- Departmental nights out
- More free dinner vouchers
- Destroy Depth Charge x 3
- Team hugs
- Group trips to Alton
- Mr Happy stickers or badges
- Water machines in consoles
- More staff rides/rides open after park closes
- More rewards for consistent hard workers rather than people who just do one or two amazing things
- Morning briefings made fun
- Actually getting a 6 week review and dream ticket
- Social trips
- People that do well don't get recognised but people that don't do as well get noticed more – something that will notice hard working people more.

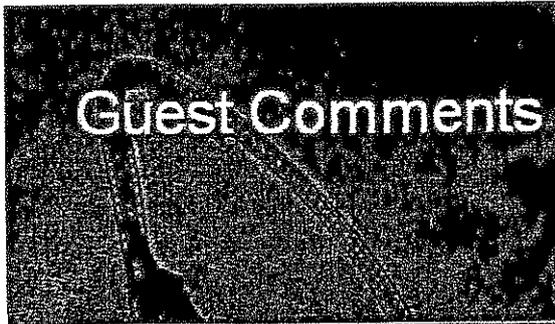
Customer service issues

- Customers afraid of Q jumpers waiting at the exit if they 'dob them in'
- Poor customer service by agency staff an issue – TP staff carry the can.
- Overselling of Fast track an issue in 2007
- Security staff have removed Q jumpers but then given priority passes to these individuals for other rides – noted by customers as unfair
- Height sticks are different lengths
- Wording of the map for Zodiac led guests to think that other rides allowed children to ride accompanied by adults which was not the case.

Oscars

- Feedback from R and A. Wanted to sit together with friends rather than departments. Felt R and A party was much better.

Source taken from W drive



Complaint Method	2005 ytd	2004 ytd	2003 ytd	2002 ytd
E-mail	119	51	94	63
Fax	4	8	18	4
Guest First	0	15	2	222
Letter	1,713	1,090	2,052	2,457
On the day	3,223	2,253	4,043	2,511
Telephone	231	181	262	54
Total	5,290	3,608	6,471	5,311
Total gate figure	1,421,567	1,353,468		
Complaint % against volume	0.37%	0.27%		

THORPE PARK - GUEST COMMENT FORM

This form and any information contained in it is strictly confidential and should not be distributed outside of Thorpe Park.

DATE:	TIME:	NO. IN PARTY:
GUEST DETAILS		TELEPHONE (HOME):
NAME:	TELEPHONE (MOBILE):	
ADDRESS:	EMAIL ADDRESS:	
POSTCODE:		
AREA CONCERNED:	NATURE OF COMMENT (BLOCK CAPITALS) <i>Where possible please include specific locations, names etc. where applicable.</i>	
<input type="checkbox"/> ADAMTSIONS		
<input type="checkbox"/> CAR PARK		
<input type="checkbox"/> ENTERTAINMENT		
<input type="checkbox"/> FASTTRACK		
<input type="checkbox"/> FOOD & BEVERAGE		
<input type="checkbox"/> PARK GENERAL		
<input type="checkbox"/> PARK PRESENTATION		
<input type="checkbox"/> RETAIL		
<input type="checkbox"/> RIDES & ATTRACTIONS		
<input type="checkbox"/> SECURITY		
<input type="checkbox"/> STAFF		
<input type="checkbox"/> OTHER (STATE BELOW)		
GUEST SIGNATURE:		
STAFF NAME / POSITION:	QUARTER MASTER	
RESOLVED ON THE DAY	FURTHER ACTION REQUIRED	

CUSTOMER SERVICE ASSESSMENT
THEME PARK - THORPE PARK

Date of Visit: 05/04/2008 Time of Entry: 9:50 Time of exit: 14:00 Easter 2008

Weather: Cold, Windy, Light Rain Level of Activity: Quiet

Section Scores				Customer Service	Overall Score
External Arrival & Parking	100.0%	Shop & Retail Outlets	100.0%	83.7% 144 out of 172	85.9% 189 out of 220
Till/Reception	76.9%	Photo	33.3%		
Ride Area Appearance	86.5%	Gatewing	84.1%		
Toilets	100.0%	General & Exit	90.9%		

External - Arrival & Parking		4 out of 4	100.0%
1-1 Signposts to car parks clear & parking easy?	✓	1-4 Staff at entrance pleasant & helpful?	✓
1-2 Parking area clean & tidy?	✓	1-5 Entry through turnstiles was easy?	✓
1-3 Time waiting to purchase ticket? - minutes	33		
Till/Reception, Staff Contact & Admissions		20 out of 26	76.9%
2-1 Area clean, tidy and litter free?	✓	Guest Services	
2-2 Gate/park map or guide book visible?	✓	3-1a Team member made eye contact?	✓
2-3 Music was playing?	✓	3-1b Team member smiled?	✓
2-4a Team member made eye contact?	✓	3-2a Correct uniform & name badge worn?	X
2-4b Team member smiled?	✓	3-2b Name/Description of team member?	
2-5a Correct uniform & name badge worn?	✓	MALE, APPROX 57", VERY SHORT DARK HAIR	
2-5b Name/Description of team member		3-3a Question asked? - See comments below	
		3-3b Team member gave satisfactory help?	✓
		3-3c Team member made a parting pleasantry?	✓
2-6 Annual pass scheme mentioned?	X	3-4 Helped at information desk with special requirements?	✓
2-7 Ticket/Receipt given?	✓		
2-8a Question asked? - see comments below	✓		
2-8b Staff helped in satisfactory way?	X		
2-8c Team member made parting pleasantry?	X		

W103 Trinklows Transition

Woods Japlong Shopper

Source S - Mystery

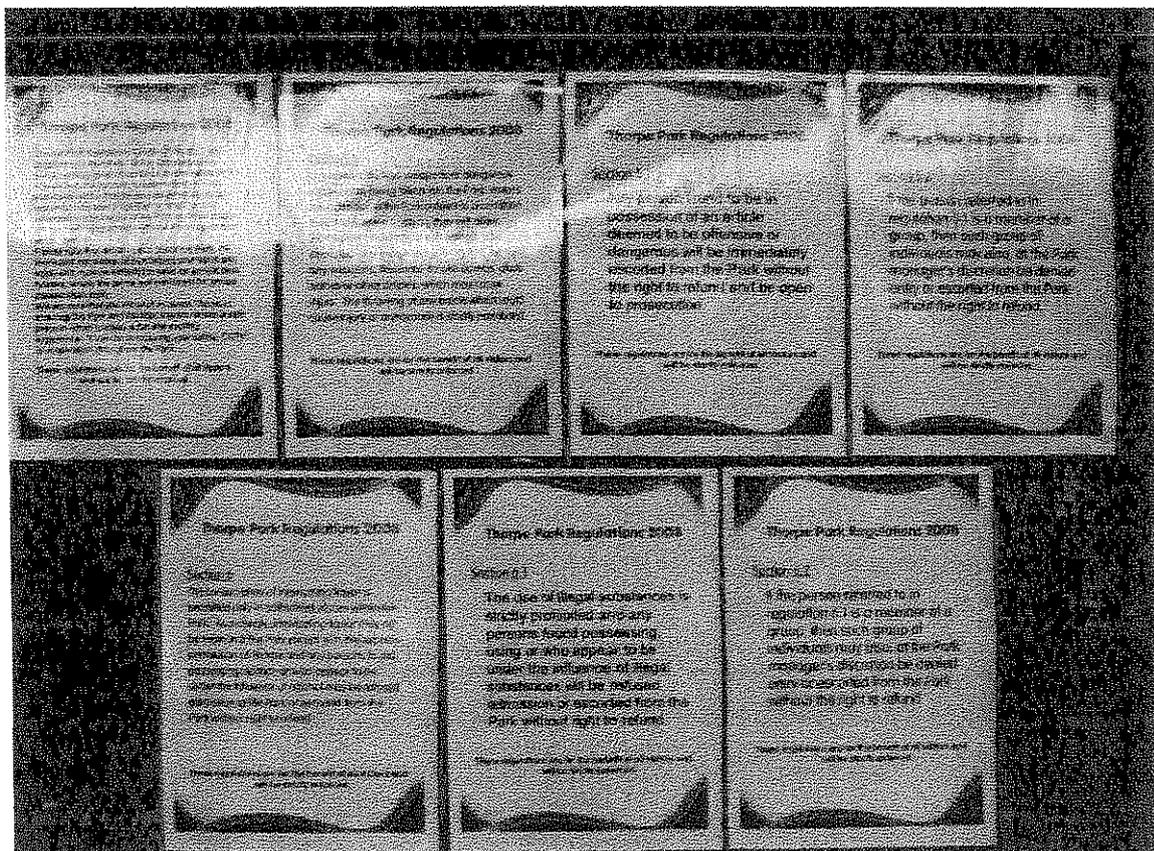
Bibliography

- Source 1- Taken from [redacted] Presentation 2008 guest care, provides information on your voice counts survey
- Source 2- Taken from [redacted] we say we win document, provides useful information about results of survey
- Source 3 – Taken from [redacted] . Returner’s induction feedback, suggests idea on improvements and also a method of assessing customer service
- Source 4- Given to us from Teacher, also found on [redacted] provides evidence of a mystery shopper form, a guest comments card and also methods of complaint
- Source 5- Given to us from College, actual mystery shopper form can help analyse areas about which quality criteria are being assessed
- Source 6- Taken from [redacted] , Guest care 2007 presentation, basic methods of assessing Customer service
- Source 8- Taken from [redacted] , copy of community newsletter, and evidence for hearing local people’s opinions
- Source 9 – Taken from [redacted] , height guide an example of how Thorpe Park have improved
- Source 10- Taken from [redacted] , Copy of Mystery Shopper scoreboard document, provided an overview of mystery shopper
- Source 11- Taken from [redacted] , Copy of rehearsal day questions, questions relating to the quality criteria, another method of assessment
- Source 12 -Taken from [redacted] , focus group feedback, giving an insight to what people think of Thorpe Park
- Source 13- Taken from [redacted] , Weekly complaints summary report document, showing how and why people complain
- Source 14 - Taken from [redacted] , Theme Park- Thorpe Park document, a method of assessing customer service similar to that of the mystery shopper, data can be analysed to see how well they are performing
- Source 15 - Taken from [redacted] , Customer service questionnaire document, helps give further insight to how Thorpe Park measure their customer service and in this case how they are measured compared to other parks within the Merlin group.
- Source 16- Taken from [redacted] , Reception questionnaire document, an example of the ways they assess customer service, useful as it provides evidence for another method.

✓ excellent.



Picture 1- Happy and welcoming staff member, picture found on W drive. ✓

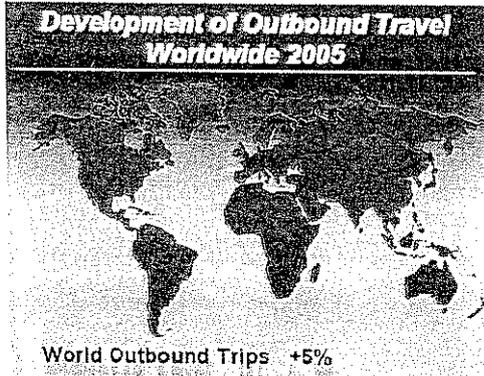


Picture 2 – Thorpe park regulations as seen on entry, picture found on W drive. ✓

Activity 4

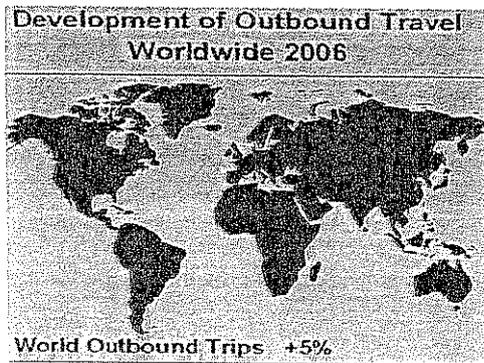
Overview

The increase in the popularity of the outbound tourism rose internationally 5% year upon year in 2005 and in 2006.



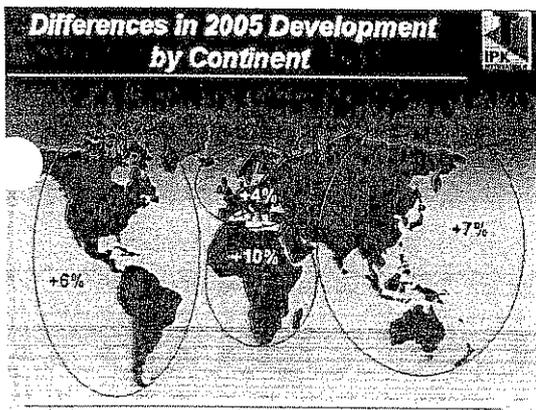
On the global level outbound trips rose by +5% in 2005.

This growth was caused by increasing affluence, rapidly spreading low cost offers around the globe as well as by the Asian newcomers, still wanting to discover the world and having a large backlog demand for international travel.

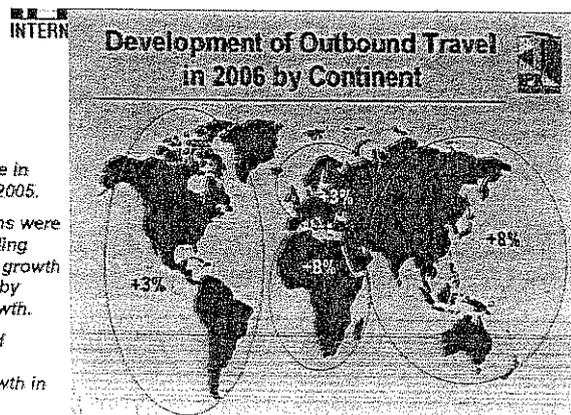


On the global level, outbound trips rose by +5% in 2006.

This growth was fuelled in particular by overall positive economic growth, continued increases in low fare offers as well as the fact that an increasing numbers of people have taken to discovering more of the outside world beyond their own national borders.



All continents contributed to the worldwide increase in outbound trips in 2005. African destinations were thereby at the leading edge registering a growth of +10%, followed by Asia with +7% growth. America (+6%) and Europe (+4%) also attained good growth in 2005.



All continents registered an increase in outbound travel in 2006. At 8% each, Asia and Africa recorded the strongest growth. Yet both America and Europe also recorded increases (+3% in both cases).

Andorra La Vella

My destination of Andorra is likely to be around consolidation in winter months. This is because as it is a ski resort the majority of the skiing also takes place in winter time in Andorra. This is because the majority of the tourists that visit Andorra are from other countries and Andorra is market in other countries by national and

BY

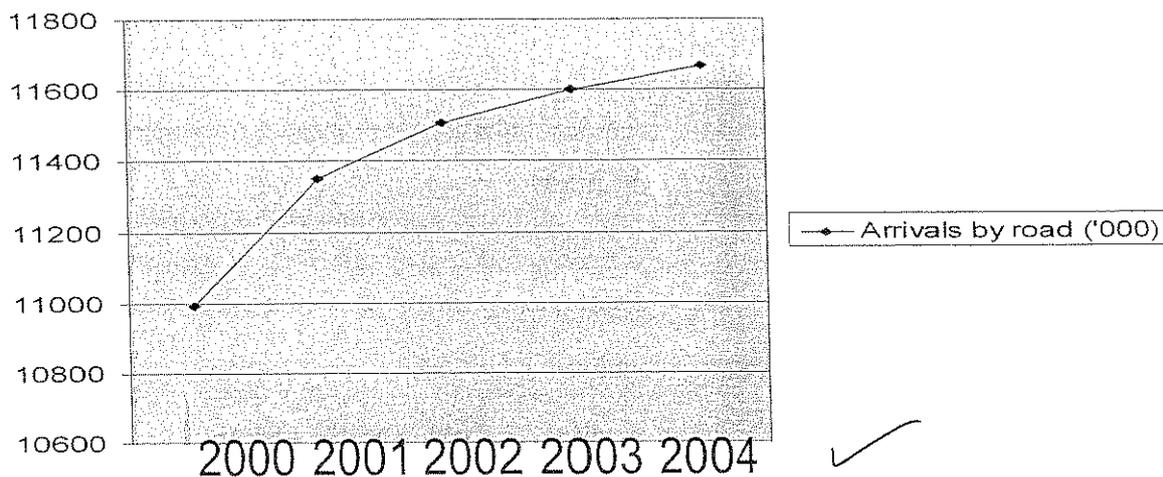
your free

international chains of holidays promoters/ advertisers and also travel agents. Therefore the skiing and winter sports facilities are mainly promoted. The consolidation time ranges from November to approximately the beginning of March. However in summer time it is at development. This is because at this time the destination of Andorra has not got a lot of features. This is because many of the businesses provide services that need to be developed in the summer. This is also because as the seasons also change the sport of skiing (which is the main attraction for Andorra la Avella) becomes unavailable as there is no snow.

just few

Previous statistics show that Inbound tourism for Andorra has risen in the previous years. The evidence shown below is the inbound tourism by road as this is the only way in to Andorra.

Arrivals by road ('000)



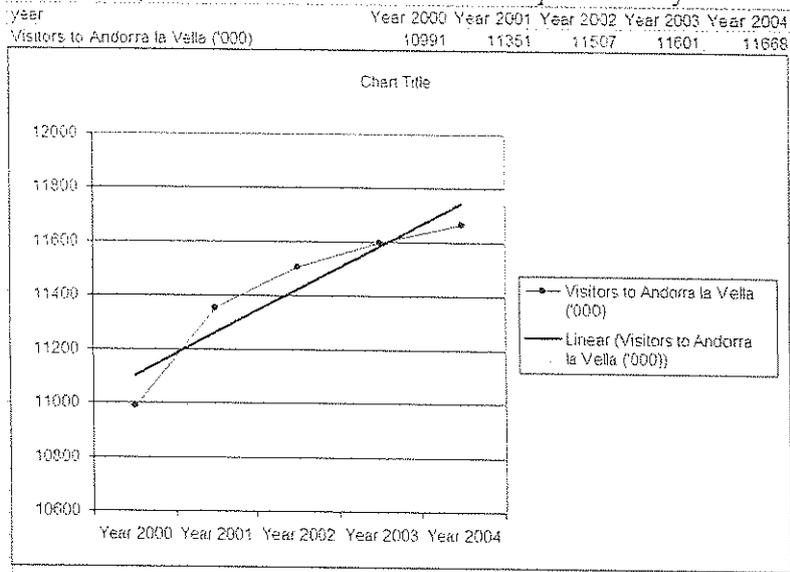
The trends in popularity for my destination have risen however there has been a decrease in the popularity rising over the years. In between the year 2000 and the year 2001 the amount of tourists received in the year 2001 increased by 360,000. However in 2002 the number increased by 156,000. The table below shows the increase in more detail.

004

Year	Amount of increase in tourists
2001	360000
2002	156000
2003	94000
2004	67000

The table above shows that the number of tourists to Andorra has increased year after year and this therefore means that although the number of popularity has increased it has not increased a large amount. We can also see from the results that the in the

earlier year in 2001 there was a huge rise in the popularity of Andorra. However the popularity did not rise a lot from the previous year

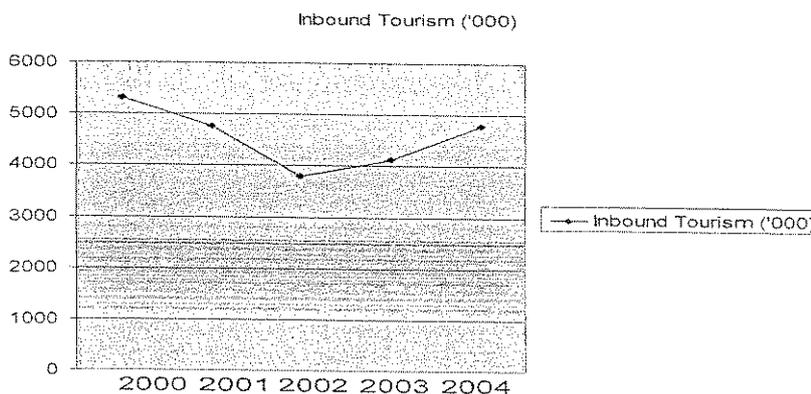


The graph shows that increase in the number of tourists visiting Andorra la Vella.

Rio De Janeiro

My destination of Rio de Janeiro is development nearly all year around. This is because Rio De Janeiro has many different attractions and opportunities to see and visit on offer all year around. This also means that the city incorporates many different attractions and services / facilities along with time, it therefore keeps on developing. This is also because Rio is a large city it has a large population as well as its weather being constantly nearly the same all year around and therefore is a good opportunity for local and international businesses to invest in. However this is usually followed by a decrease in the number of visitors visiting the destination. This can be seen in the graph below.

graph

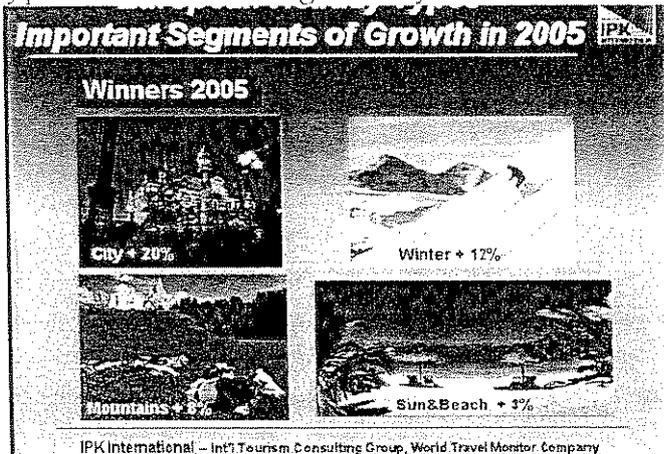


202+

This graph shows that there is a decreased popularity in the number of visitors that visited Rio De Janeiro in the years 2001 and 2002. However it eventually began to increase once again in 2003 and 2004.

✓

The information below shows the amount on increase in the popularity of particular types of destinations generally.



Leaping +20%, the "city trip" segment achieved the greatest growth in 2005.

Also the "winter (snow) holiday" registered an exuberant +12% growth.

The segment "holiday in the mountains" exhibited a plus of 8%.

The leading type of holiday for the Europeans – the "Sun&Beach" – gained +3%.

A4

This shows the increase. The city had the most increases in the year 2005. This therefore also means that each of the cities will have also had more competition. This is also the same with all the other different types of destinations which include winter and mountains which relates to Andorra La Vella. Where the city and Sun and beach relates to the growth and increase in the popularity of cities.

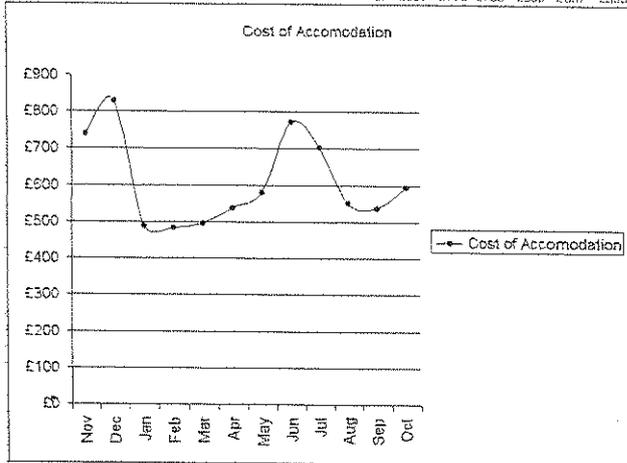
Andorra La Vella

The destination of Andorra La Vella will have been influenced by many different factors, on of these will be the economical considerations.

The costs will have influenced the popularity of Andorra La Vella, as their will be many different types of costs the tourist will need to take into consideration when they will be travelling. The cost of accommodation will have affected the popularity of Andorra La Vella. This is because it varies quite a lot from the peak seasons in winter and in summer the prices also rise although not a lot. Overall the accommodation of Andorra La Vella is very expensive nearly all year around and there is not a lot of variation in the types of accommodation that is actually available. Some examples of the cost of accommodation and how they vary according to the time of year is given below.

Months	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Cost of Accommodation	£740	£826	£489	£488	£484	£537	£580	£773	£708	£563	£537	£585

04



This chart above shows the trends in the cost of the accommodation. We can see that it varies and is more expensive especially in winter. This is mainly because Andorra La Vella is known for skiing as it has the appropriate climate at this time but also because its skiing facilities are the main feature in Andorra La Vella that are promoted by many of the tour operators and also the country of Andorra itself. However from this graph we can also see that the prices also rise in the summer term. This is also because of Andorra's Attraction of the scenery which is also promoted quite popularly and therefore the prices rise.

From the graph the highest prices are around £800 which is expensive and will be mainly suitable for those travellers who will have a large disposable income. However the lowest prices revolve around £500. Which is also slightly expensive compared to many other destinations in the world. Therefore the majority of the tourists may be from the developed countries or have a relatively suitable disposable income to spend in Andorra La Vella. Therefore Andorra La Vella may not be a popular tourist attraction to the tourists who may not have a large

Factors influencing the popularity of the destination Andorra la Vella

disposable income, as they will not have access to many of the necessary facilities that they may need in Andorra.

The cost of the destination will have also influenced tourists. This is because there are only two methods of getting in to the country of Andorra. One method is the Helicopter, which will be very expensive and therefore the tourist will need to have a large disposable income. However the second method is by road (however the method used such as bus or car depends on the tourist). The bus to Andorra will be cheap but will take a long time and will also be a lot of hassle. Whereas the car will also be costly and take a long time but will also provide more comfort for the tourist. As the tourist will need to arrive in either France or Spain in order to get to Andorra la Vella they will be using 2 different types of transport (first to get to these countries and secondly to get into the actual country itself), therefore this journey will also be very costly.

The economy of the country is not very strongly established internationally in business. Although the country as a whole 80% of the GDP comes from the 10 million tourists who visit annually. Although Tourism is Andorra's main source of revenue, but some Andorrans still raise sheep and cattle. In the summer months, villagers herd livestock up the mountains to graze in pastures. Agricultural production in Andorra as a whole is limited as only 2% of the land is arable and most food has to be imported. Most of the small patches of land suitable for cultivation are used to grow tobacco.

As Only tobacco survives in Andorra la Vella, with its production tripling since the early 1970s. With enormous quantities of imported tobacco, this production feeds a strong tobacco industry serving visitors and tourists to the country (as well as smuggling). A lot of the tobacco is consumed by the Andorrans but they also sell to millions of visitors who mainly come from Spain and France (as they are the neighbouring countries) but also from Japan and other countries of the Far East. The Manufacturing output consists mainly of cigarettes, cigars, and furniture.

The city of Andorra La vella is also the centre for the many banks and businesses that thrive from its tax haven status. The state of Andorra is not a member of the European Union, but has a customs arrangement with the EU, and uses the Euro. Therefore the economy is sufficient for the tourists although for many of the business the necessities need to be imported into Andorra from other countries. Therefore as the economy may not seem to thrive as compared to many other destinations and large economies and markets. Andorra La Vella still has the business of tourism and therefore must have increased the facilities which is why it may have attracted the tourists as it receives over millions every year. Therefore I think that if Andorra's economy still increases in tourism then it may have a large chance that it will attract many tourists from all over the world.

Factors influencing the popularity of the destination Andorra la Vella

Andorra La Vella is also promoted a lot when it comes to resorts for skiing as it has a lot of ski slopes and provides a wide range of facilities that can be accessed and used by a large variety of tourists. However andorra la vella is mainly promoted during the winter season when the weather is appropriate to ski. In peoples social lives as well sport is being encouraged more as well mainly due to the fact that it has a positive effect on a persons health. Therefore many of the tourists themselves reasearch holidays which may relate to sport and skiing has become more popular aswell not only because of more promotions but also because of social and celebrity culture as more and more are seemingly visiting ski resorts.

Not a lot of media coverage is granted to Andorra la vella. This is mainly because it is in a small country and therefore many of the people in other countries who may be the customers and tourists of Andorra la vella or the actual country of andorra get to hear of recieve much informtion regarding the country, whether it be by television, radio or any other kind of different information communications device. However as the majority of the trade is thorough tourism the main media economic topic may also be regarding the tourism in andorra. Therefore this may also be a factor which may have increased the toursim and kept the popularity stable.

The way the tourism is managed in andorra la vella is positive because it it wasn't then it would not have appealed to the many millions of tourists who visit andorra each year. The tourism in andorra is manged very carefully and the governmnet also has to make sure that it does its best in order to prevent any mishap from occuring especially in the tourism area as this is where the government and also the businesses receive their main revenue and GDP from. The government therefore has to try and improve and also update its services that it offers the tourists, so that it manages to attract the tourists year upon year.

Many crime and social problems are not broadcast very often, However overall andorra has a low crime rate. The majority of the crime is mainly because of the trafficking of drugs and tobacco. Although these are not major and the exposing of illegal drug dealing very rarely occurs. The crime still goes on behind the scenes. Overall there are not a lot of social or crime problems that occur in Andorra La Vella as it is that capital city and therefore the security is very tightly enforced especilly in many tourist attractions and activity areas such as the ski slopes.

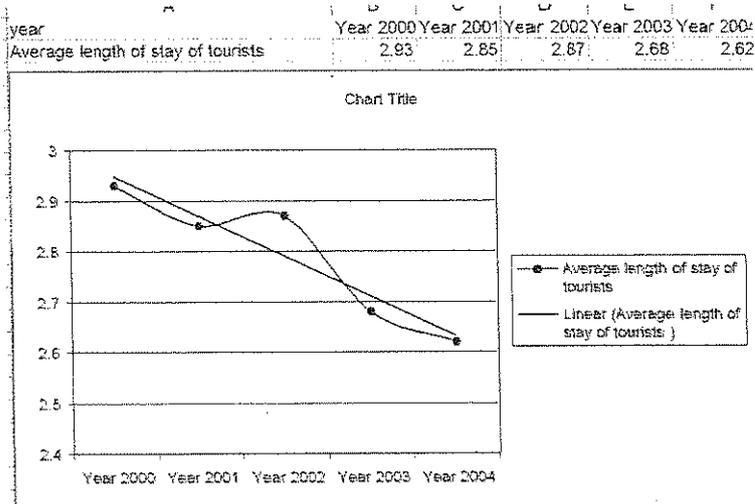
The politics in Andorra is very stable, this is mainly because there are many different and strict laws which relate to crime both nationally and internationally. Therefore not a lot of problems occur when it comes to terrorism

Factors influencing the popularity of the destination Andorra la Vella

this therefore influences the popularity as it means that many of the tourists feel safe and protected.

There has not been a lot of growth in independent travel to Andorra la Vella. This is because as a ski resort not many tourists know directly about it or have heard of it. The information on the ski resort comes from elsewhere whether it be the travel agent or internet or family, relatives and friends. Therefore much of the information on services and facilities is from external sources, and therefore this means that the tourists who actually visit Andorra la Vella also get the information and support from external sources. However since many of these are large businesses who aim to operate for a profit many tourists also travel to and into Andorra la Vella with the support of these groups. This may therefore decrease the popularity of Andorra la Vella slightly as independent travel will be less costly. However if the clients who wish to go on a ski trip do not have the information then this can cause difficulties for them.

As there has been a growth in short break holidays, Andorra la Vella will have been a very good option. This is because the majority of the tourists who actually visit Andorra la Vella do so for short breaks lasting an average of 7 nights. The short breaks mean that Andorra la Vella will be a good choice as not many tourists wish to go to Andorra la Vella in order for a long holiday. This will have increased the popularity of Andorra la Vella. However the short breaks in Andorra la Vella have got shorter which will make it a good option for short breaks.

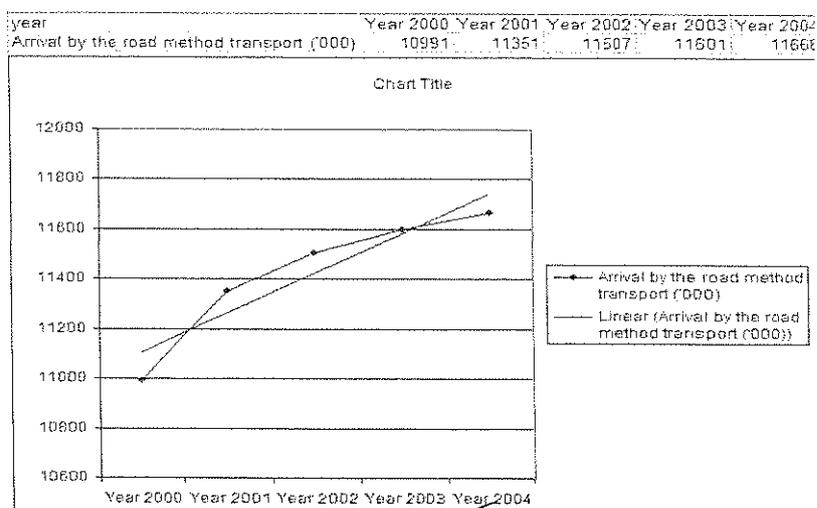


The exclusivity of the Holidays to Andorra la Vella will have affected the popularity of the destination. This is because although overall Andorra la Vella is expensive there are not a lot of exclusive options. This may therefore have influenced the popularity of the destination. This is because the exclusivity of many of the more prestigious offers and also the facilities and services are very expensive and are therefore mainly only available to the tourists who have a

Factors influencing the popularity of the destination Andorra la Vella

large disposable income. Therefore many of the tourists who have do not have a high disposable income or cannot or do not wish to spend huge amounts of their income on the holiday will not have access to such facilities.

There are not a lot of transport options to get to Andorra la Vella. The option that is mainly used by many tourists is by road. This therefore means that the tourists need to either by in the county of France or Spain in order to get to Andorra. This will have decreased the popularity of the attraction for a number of reasons. However one of the major reasons will be that the tourists will have to face too much hassle on the transport in order to get to their final destination. However the travel by road to Andorra la Vella keeps on increasing as it can be see from the graph below.



This graph shows that there was a dramatic rise in the year 2000 following up to 2001. Thereafter there was a very steady rise in the next 3 years. This meant that Andorra la Vella received a constantly steady inflow of tourists. However from this graph it can be seen that the number of tourists using the road has been steadily levelling off.

However the government and the travel authorities are planning to built an airport within Andorra la Vella, in order to ease the access for many of the tourists, this will increase the popularity of Andorra as it will ease the access

There are not a lot of hazards with in Andorra la Vella. This is because the county of Andorra is not very close to many natural hazards such as earthquakes, volcanoes etc. Therefore the majority of the natural hazards that may occur in Andorra la Vella will be caused because of the weather. There will be many problems that will be caused because of the snow. This will be because there will be a lot of blocked roads due to the snow. However as Andorra la Vella extra facilities in order to combat the snow, this does not become a very major problem for the tourists as they are very rarely affected by this. Therefore

Factors influencing the popularity of the destination Andorra la Vella

the lack of natural disasters affecting the tourists increases the popularity of the destination of Andorra la Vella.

The pollution in Andorra la Vella will have affected the tourists. However there are not a lot of factories or many businesses that manufacture many goods. Therefore the pollution in Andorra la Vella is very low. The majority of the pollution is generated from the tourism industry in Andorra la Vella however there are very few tourists that pay attention to this factor while they are on holiday within such a destination.

Noise is generated but this is mainly because of the ski lifts that are used by the tourists and skiers themselves. This factor therefore may not affect the tourists as this will be for their own benefit as well as their own entertainment needs. As many of these factors are not affecting the tourists they will not affect the popularity of the destination in a major way. However they may help to increase the popularity of if the pollution does not affect the tourists. However as there has been a great impact on pollution then there will be a less chance of this happening.

The climate has been changing over the years. This is mainly due to the fact of global warming. This therefore means that there will not have been as much snow as there should be within Andorra la Vella. This will have decreased the popularity of Andorra la Vella slightly as many people will not be receiving the accurate facilities and services that they should at the ski resort. This will have also decreased the popularity of the resort because many of the slopes for skiing will not have had a lot of snow and therefore the tourists will not or may not be enjoying the experience of skiing. This will therefore be a major factor which will have influenced the popularity of the destination by decreasing its popularity.

Overall I think that in the future the popularity of the destination will rise slowly and constantly, which may then follow by a steep rise as the Andorran government plans to build an airport nearby (approximately 10 minutes from the capital city of Andorra la Vella) in the next 3 to 4 years which will open in either 2010 or 2011. I therefore think that this will encourage ski trips and holidays to Andorra. Whether it be in the summer or winter. I also think that this will also increase the popularity because since it is going to build an airport the property prices in Andorra may rise, which may encourage some foreign investors to invest in the country which may increase the popularity of Andorra and Andorra la Vella as well. I also feel that there will also be a slight decline after the airport will be built. I think this because this will also cause many problems for the tourists as the pollution and the noise will increase especially as the airport will be situated 10 minutes from Andorra la Vella. Therefore many of the tourists may be tempted to choose many other ski resorts that are situated in Andorra or may alternatively go to another ski resort somewhere else in the world.

Factors influencing the popularity of the destination Andorra la Vella

Rio de Janeiro

The destination of Rio de Janeiro will have been influenced by many different factors, one of these will be the economical considerations.

The costs will have influenced the popularity of Rio de Janeiro, as there will be many different types of costs the tourist will need to take into consideration when they will be travelling. The cost of accommodation will have affected the popularity of Rio de Janeiro because it varies quite a lot depending on the type of Accommodation that the tourist wants to stay in also the standards and quality of the services and facilities that the tourist will receive. The prices also rise in the months of January, February and March although not a lot. Overall the accommodation of Rio de Janeiro is very varied nearly all year around and there is also a lot of variation in the types of accommodation that is actually available. Therefore this will have been a factor which will have increased the popularity of Rio de Janeiro.

The costs of getting to the destination will have influenced the tourists who will be wanting to be getting to Rio De Janeiro. However there are many different methods of getting to Rio De Janeiro this includes the air travel, train, car, boats. Therefore there will be a lot of price variation for the different types of tourists whether they have a high disposable income or a low disposable income. This will have increased the popularity of the destination as a large and wide range of tourists all over the world will be able to have access to Rio De Janeiro.

The economy of Rio De Janeiro is very stable. This is because Rio de Janeiro is situated in the 8th largest economy in the world, Brazil. Therefore it has many different products which includes items such as soybeans, wheat, sugar and oranges, iron ore, coffee footwear and much more. The country receives a lot of income from these types of products and produce. This will have increased the popularity of the destination as Rio de Janeiro will have a lot of business opportunities. This may be a reason why it attracts many different business travellers from all over the world.

The operators of the tour providers of the destination of Rio de Janeiro have a lot of promotional offers on all year around. However they promote the destination in the especially in the first three months of the year (January, February and March) this is because many of the major events take place in Rio de Janeiro especially the carnival which is a worldwide known event. This also gives the travel agent or any other authority to make a huge profit particularly in these three months. However the destination of Rio de Janeiro is also promoted a lot by the government and also many of the major international business as it gives them the chance to do business

Factors influencing the popularity of the destination Rio De Janeiro

in order to survive and make a profit. Therefore this will have also increased the popularity of Rio de Janeiro.

Rio de Janeiro receives a lot of media coverage. Internationally the main media coverage's that are received are a mix of both positive and negative, however these are mainly about the crime and also about many of the attractions and festivals. This therefore attracts the popularity of the destination of Rio de Janeiro as it means that the inbound tourism of the tourists coming into Rio de Janeiro is stable although occasionally there are a few drops in tourists if the media coverage is negative and vice versa if the coverage is negative.

The way the tourism is managed must be of a satisfactory standard. The businesses who the tourists visit and use for their private holiday management will mainly depend on how much disposable income the tourist will have. Therefore as there are a large variety of services that are available to the tourists the larger the disposable income there is a more likely chance that the tourist will have a more positive experience. However as many of the tourist will also be using public facilities such as buses, and road directions etc which are mainly controlled by the government, therefore they will have to make sure that they offer the best services as possible not only to the tourist but also to the public. However as the government tries to do what it can the majority of the public services provided by the government are managed negatively this is mainly due to public negligence and not treating or respecting the property which gives the tourist a negative experience. This therefore means that the public services may have been a factor which will have decreased the popularity for the tourist who use these types of services.

Rio De Janeiro has quite a lot of criminal and social problems. This is mainly because of the shanty towns which are situated in Rio de Janeiro. There are many crimes which take places are within these shanty towns. The shanty towns house approximately 20 percent of Rio de Janeiro's residents and are often dangerous, unsanitary, and lacking in basic services such as water, sewerage and electricity. Many of the city's poor have no jobs, no access to schools, and only limited access to medical care.

Rio de Janeiro has experienced serious crime problems in the early 1990s, when criminal gangs took over entire shanty towns and neighbourhoods. The murders of homeless children in 1993 by corrupt police officers acting on behalf of commercial interests drew international attention to Rio de Janeiro's social and criminal problems. With a murder rate of 61 per 100,000 people in 1994, Rio de Janeiro was one of the world's most violent cities. This may have therefore had a impact on the popularity of Rio de Janeiro as it will have meant a decline in the tourists coming in Rio de Janeiro. However as these shanty towns are all located in the corners of Rio de Janeiro it is less likely that the tourist who visit may actually even catch a glimpse

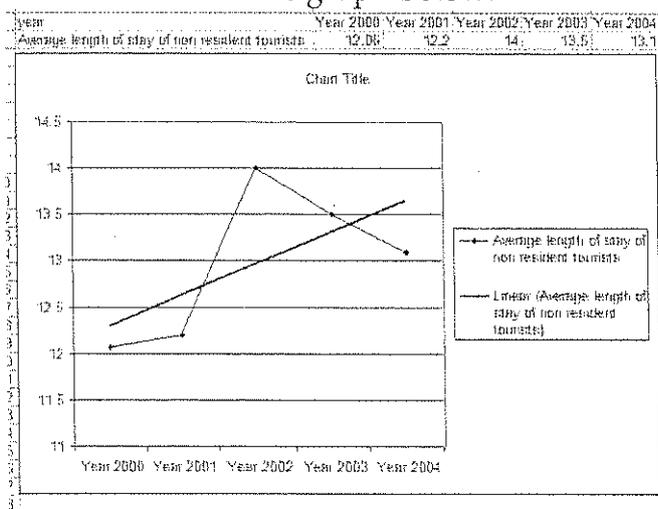
Factors influencing the popularity of the destination Rio De Janeiro

of such places. Therefore as many of the tourist destinations in Rio de Janeiro are safe places to visit the crime is also low and there has been a dramatic change in the police forces and rules of breaking the law is now also more stricter. Therefore this will have increased the popularity of inner city of Rio de Janeiro where all the attractions are situated. ✓

The politics in Rio de Janeiro are associated with many of the crimes which occur and therefore the politics in Rio de Janeiro are given a negative impression, although there is very less chance that the people of Rio de Janeiro or the international stakeholders or other residents very rarely hear about such problems. This therefore does not affect the popularity of the destination very much.

The growth of independent travel will not have affected the popularity of Rio de Janeiro in a major way or made a huge impact. This is because the majority of the businesses in Rio de Janeiro are independent and private businesses. This therefore means that the tourist will still be interacting with these businesses. This will therefore enable the businesses in Rio de Janeiro to gain customers as well as increasing the popularity of Rio de Janeiro. ✓

The growth of short break holidays will have impacted on the popularity of Rio de Janeiro. This is because Rio de Janeiro is a major city as well as being located by the coast with beaches which also makes it a good resort and place for a sun and beach holidays. This therefore means that there will be a lot to see in Rio de Janeiro. The tourist will be able to a large variety and choice regarding what they will want or wish to do when they are in Rio de Janeiro. This will have also increased the popularity of Rio de Janeiro making it a good option for long break holidays. This can be seen from the graph below. ✓



It can be seen by the data given that the majority of the holidays to Rio de Janeiro last for longer than a week. This therefore means that the holidays will also be more ✓

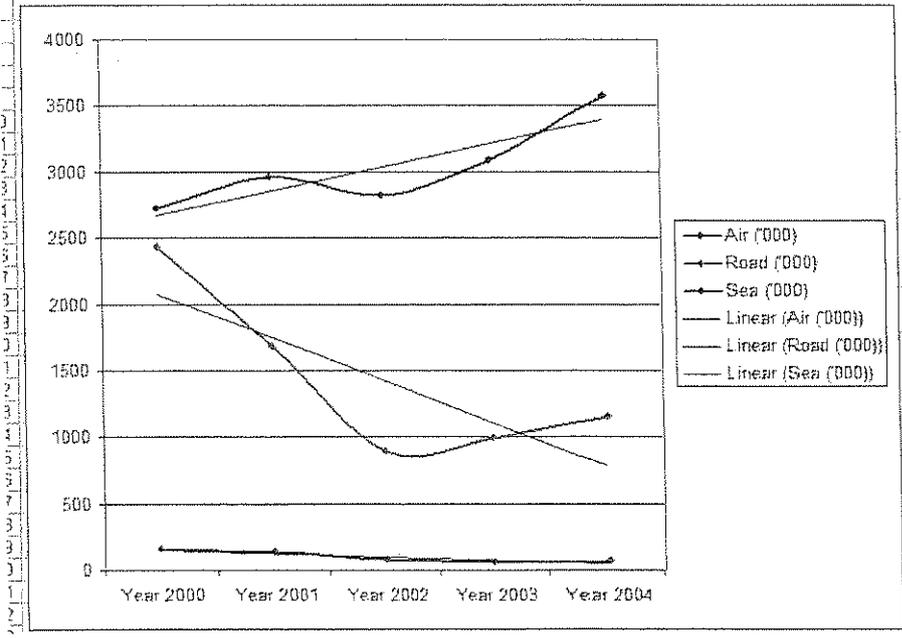
Factors influencing the popularity of the destination Rio De Janeiro

suitable for long breaks to such as destination. I can also be seen by the graph that overall their has been a growth in the long holidays in Rio de Janeiro.

The exclusivity will have definitely impacted on Rio de Janeiro as it is a major internationally recognised city, Therefore will need to have something exclusive to attract many of the different types of tourists all over the world. Being a large city Rio de Janeiro has many different exclusive options ranging from travels and accommodation to entertainment. However this comes an high price and therefore is mainly suitable for those tourist who have a large disposable income. This will have impacted on the popularity depending on whether the tourists actually wants an exclusive holiday in Rio de Janeiro. Overall this external factor will have increased the popularity as there are a lot of different services and facilities for the different types of tourists.

The increasing amount of accessibility will have increased the popularity of Rio de Janeiro. However as Rio de Janeiro already has the majority of the major travel methods used by tourists, this means a good and easy access to the city. Therefore in the long term this will have increased the popularity if Rio de Janeiro.

year	Year 2000	Year 2001	Year 2002	Year 2003	Year 2004
Air ('000)	2723	2960	2815	3083	3569
Road ('000)	2429	1678	891	993	1151
Sea ('000)	161	134	79	57	74



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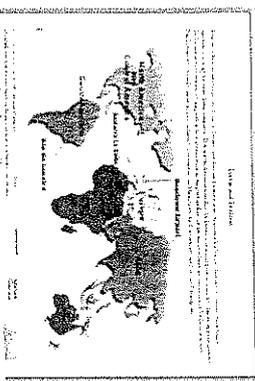
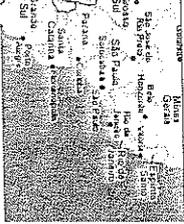
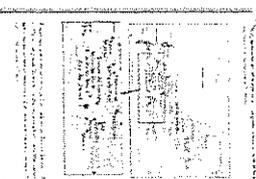
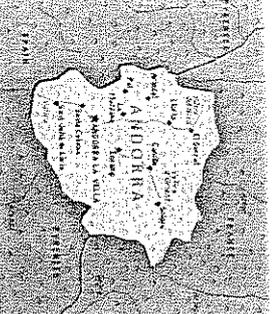
Although their has been a decrease in the sea and road travel. The air travel to Rio de Janeiro has increased quite rapidly. This has therefore increased the popularity as overall the air travel has become cheaper.

There is a lot of pollution in Rio de Janeiro. This ranges from noise pollution to the pollution of the atmosphere in Rio de Janeiro. The noise pollution is a major problem

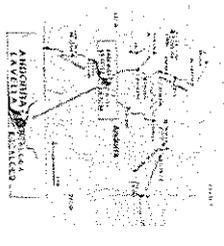
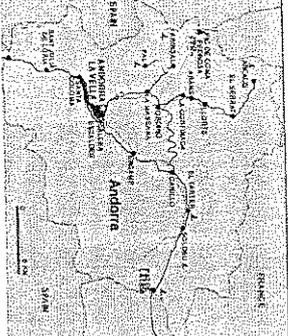
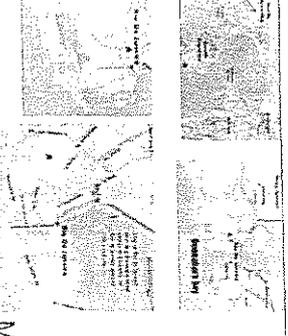
Factors influencing the popularity of the destination Rio De Janeiro

in Rio de Janeiro as there are many different sources of them which includes the industry of Rio de Janeiro including travel itself especially in the city but this is what will have attracted the tourists to visit a city whether it be Rio de Janeiro or elsewhere in the world. However on the beaches of Rio de Janeiro there will be a quite atmosphere and noise will not impact the tourist in a major way. The atmosphere will have affected many of the tourists in Rio de Janeiro who will be living, travelling or touring in the industrialised areas in Rio de Janeiro. This will have decreased the popularity among tourists.

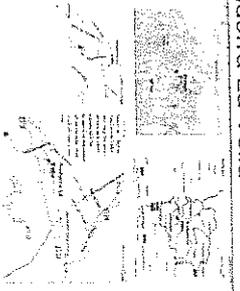
Overall I think that in the future the popularity of Rio de Janeiro will increase in the city because it is a part of Brazil that is internationally famous. However I think that Rio de Janeiro will become more popularly visited for the business and because Brazil is predicted to be one of the world's most dominant economies by 2050. However as Rio de Janeiro is not currently developed enough to reach this stage yet. In the short term (in the upcoming next few years) I think that there will be a steady rise in the number of tourists visiting Rio de Janeiro as many businesses are starting to recover from the last drop in the arrival of tourists. Therefore as they start to recover and improve their facilities and services this will attract more tourists which may then be followed again by a small decline in the tourists who will visit Rio de Janeiro, as the services and facilities will once again not be updated for a specific time period lasting approximately 1-2 years.

BIBLIOGRAPHY- MAPS Where the source was used		Where did the source of information come from	What was the source used for/ What was done with the source	Was the source Helpful
<p>Was used to point out the location of my chosen tourist locations</p> 	<p>Internet used. Not from an official website. Google images used. Typed in "maps" in the search bar.</p>	 <p>Original view of the source above. Was then edited by me to show the tourist destinations.</p>	<p>Helped me to show clearly where the destinations of Rio de Janeiro and Andorra la Vella were in accordance to the world</p>	
<p>Was used to show the city of Rio De Janeiro and some of the states around it</p> 	<p>Internet used. Not from an official website. Google images used. Typed in "Rio de Janeiro" in the search bar.</p>	 <p>Original view of the source above. Was then edited by me to show the states around it</p>	<p>Helped me to show clearly where the destinations were. As the names were clearly visible on the map</p>	
<p>Was used to show the city of Rio de Janeiro and the two bays near it</p> 	<p>Internet used. Not from an official website. Google images used. Typed in "Rio de Janeiro map" in the search bar.</p>	 <p>Original view of the source above. Was then edited by me to show the other bay and also a zoomed version so the reader would be able to see clearly</p>	<p>Helped me to show clearly where the destinations were. As the names were clearly visible on the map. Also helped me to show some of the neighbouring attractions.</p>	
<p>Was used to show the country of Andorra</p> 	<p>Internet used. Not from an official website. Google images used. Typed in "Andorra Map detail" in the search bar.</p>	 <p>Original view of the source above. Was used to show Andorra</p>	<p>Helped me to show clearly where the destinations were. As the names were clearly visible on the map. Also helped me to show some of the neighbouring attractions.</p>	

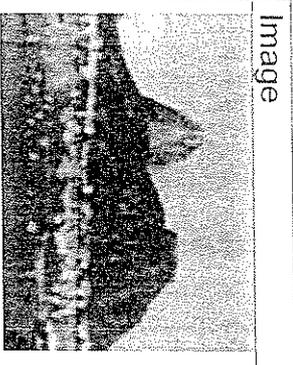
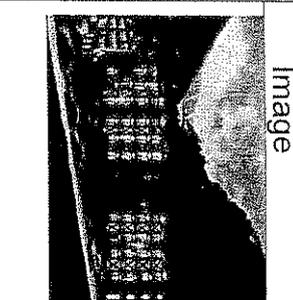
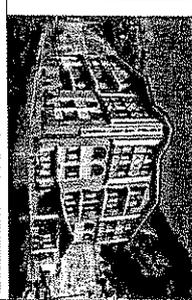
BIBLIOGRAPHY- MAPS

 <p>was used to show the map of the world</p>	<p>Internet used. Not from an official website. Google images used. Typed in "World map" in the search bar.</p>	 <p>source above</p> <p>Original view of the</p>	<p>Helped me to show the destinations on a major/ larger world scale. The writing also helped to distinguish the two destinations.</p>
 <p>was used to show the location of My 2 chosen destinations of Rio De Janeiro and Andorra La Vella and the equator</p>	<p>Internet used. Not from an official website. Google images used. Typed in "World map" in the search bar.</p>	 <p>source above. And was edited by me to show the equator and my destinations</p> <p>Original view of the</p>	<p>Helped me to show the destination of Rio De Janeiro and Andorra la Vella on a major/ larger world scale. And in which hemisphere they were situated in.</p>
 <p>Was used to show Andorra and the 3 rivers within it near it.</p>	<p>Internet used. Not from an official website. Google images used. Typed in "Andorra Map detail" in the search bar.</p>	 <p>Original view of the source above. Was then edited by me to show the other bay and also a zoomed version so the reader would be able to see clearly</p>	<p>Helped me to show how the destination clearly and in detail as well as some of the geographical features of the destination (the three rivers which crossed in Andorra la vella.</p>
 <p>Maps of Rio De Janeiro</p>	<p>From the website : www.mapquest.com/maps/map.adp.?format=ps&address=&country=br&addtohistory=&city=rj+de+janeiro</p>	<p>The maps were used in order to show where Rio De Janeiro was situated. The first map was used to show where Rio De Janeiro was in correlation to the world (International map and to show the continent of south america). The second to show where rio was in Brazil. The third to show where Rio De Janeiro was in the state of Rio De Janeiro. The fourth to show the actual map of Rio De Janeiro</p>	<p>Yes the maps of Rio De Janeiro were useful as they helped me to determine and see where the actual city of Rio De Janeiro was situated.</p>

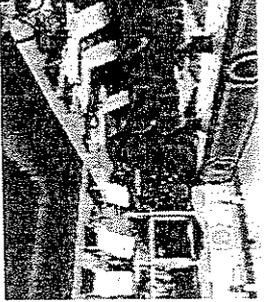
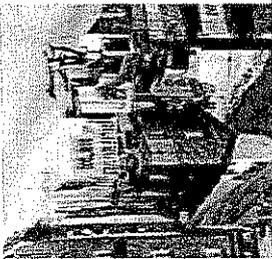
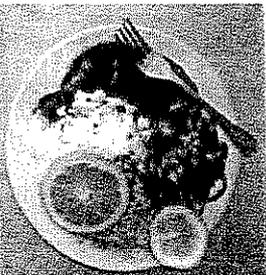
BIBLIOGRAPHY - MAPS

 <p>Map of the town of Andorra la Vella, capital of the Principality of Andorra. The map shows the town situated in a valley, surrounded by mountains. The caption in Spanish describes the town's location and history.</p>	<p>Internet used. Not from an official website. Google images used. Typed in "Europe Map" in the search bar</p>	<p>This map was used in order to show the continent of Europe in which Andorra la Vella was situated in. It was also used to show the neighbouring countries that are around Andorra La Vella.</p>	<p>This map was helpful as all the details were clear and also very easy to read as the map had all the relevant detail</p>
<p>Andorra La Vella</p>  <p>Maps of Andorra La Vella</p>	<p>From the website : www.mapquest.com/maps/map.adp?formatype=address&country=br&addtohistory=&city=Andorra</p>	<p>The maps were used in order to show where Andorra La Vella was situated. The first map was used to show where Andorra La Vella was in correlation to the world (International map and to show the continent of Europe). The second to show where Andorra La Vella was in Andorra. The third to show where Andorra La Vella was in the southern area of Andorra. The fourth to show the actual map of Andorra La Vella</p>	<p>Yes the maps of Andorra La Vella were useful as they helped me to determine and see where the actual city of Andorra La Vella was situated.</p>
<p>America</p>  <p>Map of South America</p>	<p>Internet used. Not from an official website. Google images used. Typed in "Brazil Map" in the search bar</p>	<p>This map of south America was used to show the countries that were in the southern area of Brazil. However it was also used to show the cities that were in Brazil as well as my destination of Rio de Janeiro.</p>	<p>This map was useful as it had many of the relevant features that were needed for this specific map as I could see the country and the city</p>

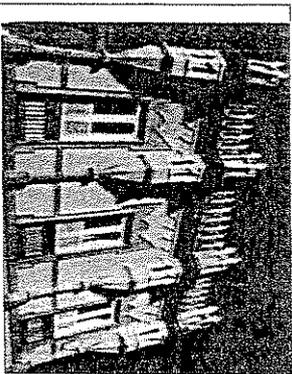
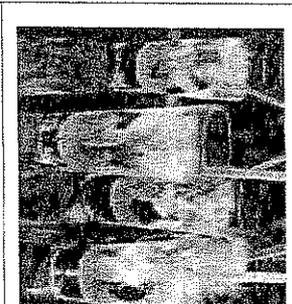
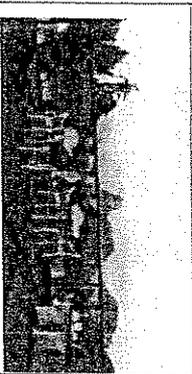
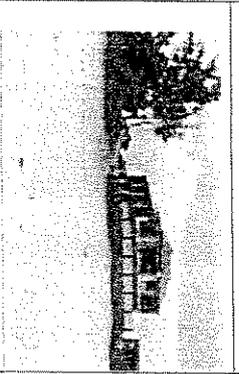
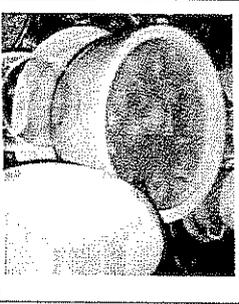
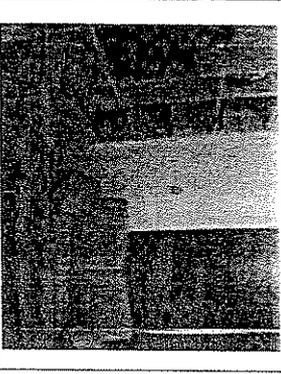
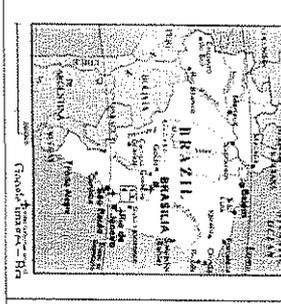
BIBLIOGRAPHY FOR IMAGES

	<p>Source Origins Website: http://en.wikipedia.org/wiki/Image:PaodeAcucar.JPG</p>	<p>Why Used This picture of Sugar loaf mountain in the Guanabara bay was used to show the readers this attraction was situated</p>		<p>Source Origins Google images: Diana Parc Hotel</p>	<p>Why used Illustration to show the accommodation available in Andorra La Vella.</p>
	<p>Source Origins Google images: Christ Redeemer</p>	<p>Why Used This image was used to show the statue of Christ Redeemer that is in Rio</p>		<p>Source Origins Google images: Rutllan Hotel</p>	<p>Why used Illustration to show the accommodation available in Andorra La Vella.</p>
	<p>Source Origins Google images: Coma Pedrosa</p>	<p>Why Used This was the image used to show the highest geographical point of Andorra</p>		<p>Source Origins Google images: Xalet Verdu</p>	<p>Why used Illustration to show the accommodation available in Andorra La Vella.</p>
	<p>Source Origins Google images: Copacabana palace</p>	<p>Why Used Illustration to show the accommodation available in Rio De Janeiro</p>		<p>Source Origins Google images: Sandi IV apartments</p>	<p>Why used Illustration to show the accommodation available in Andorra La Vella.</p>

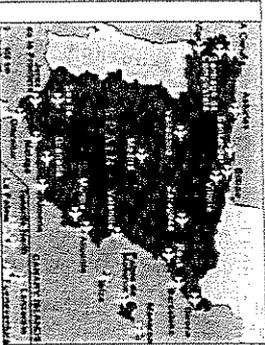
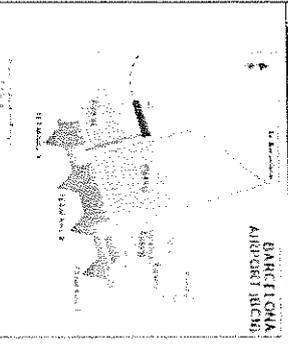
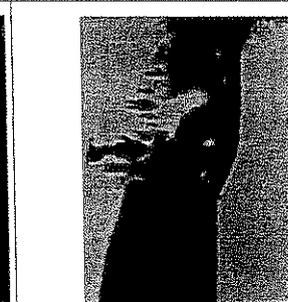
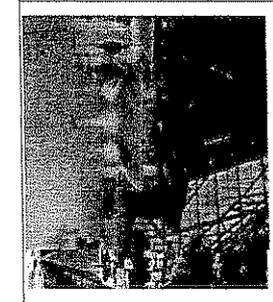
BIBLIOGRAPHY FOR IMAGES

	<p>Google images: Ceasar Park Ipanema Rio De Janeiro</p>	<p>Illustration to show the accommodation available in Rio De Janeiro</p>			<p>Google images: Patagonia Studios Andorra la Vella</p>	<p>Illustration to show the accommodation available in Andorra La Vella.</p>
	<p>Google images: Hotel Santa Clara, in Rio De Janeiro brasil</p>	<p>Illustration to show the accommodation available in Rio De Janeiro</p>			<p>Google images: Chalet Xadoc</p>	<p>Illustration to show the accommodation available in Andorra La Vella.</p>
	<p>Google images: Copacabana Sharing House in rio de janeiro</p>	<p>Illustration to show the accommodation available in Rio De Janeiro</p>			<p>Google images: Feijoada of Rio</p>	<p>Image was used to show the national dish if Rio De Janeiro</p>

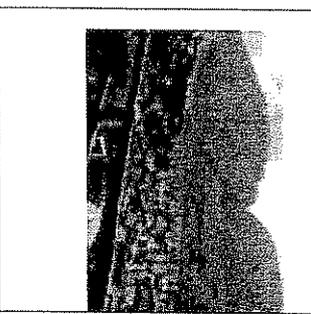
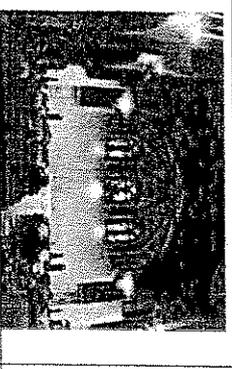
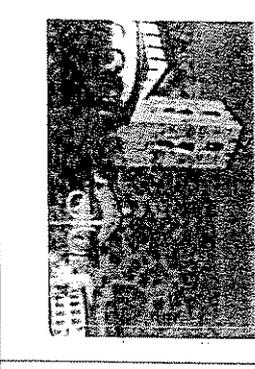
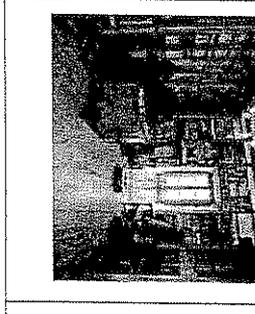
BIBLIOGRAPHY FOR IMAGES

	<p>Google images: Castelinho 38 Guest House in brazil</p>	<p>Illustration to show the accommodation available in Rio De Janeiro</p>			<p>Google images: Caipirinha</p>	<p>Image was used to show the famous drink in Rio De Janeiro</p>
	<p>Google images: The Maze Inn Bed and Breakfast</p>	<p>Illustration to show the accommodation available in Rio De Janeiro</p>			<p>Google images: moqueca</p>	<p>Image used to illustrate some of the foods available in Rio De Janeiro</p>
	<p>Google images The lodge in Rio Ipanema.</p>	<p>Illustration to show the accommodation available in Rio De Janeiro</p>			<p>Google images: escudella</p>	<p>Image used to illustrate some of the foods available in Andorra La Vella</p>
	<p>Google images: Hostel of Casa 6, De Janeiro</p>	<p>Illustration to show the accommodation available in Rio De Janeiro</p>			<p>Google images: Brazil</p>	<p>This was used to show the transport available in Rio De Janeiro and also where it was located.</p>

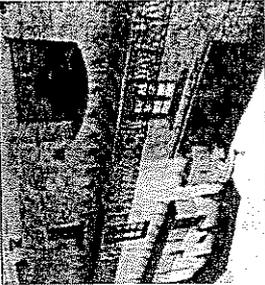
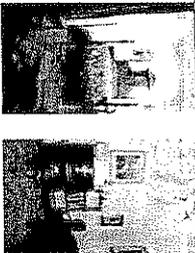
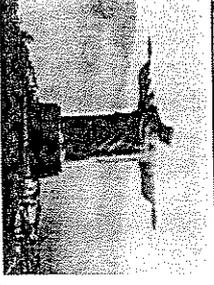
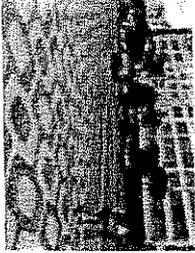
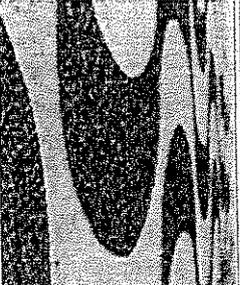
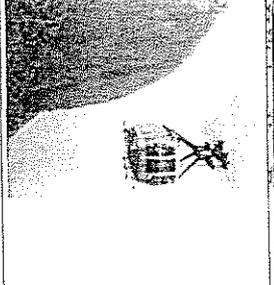
BIBLIOGRAPHY FOR IMAGES

	<p>Google images: Spanish airports</p>	<p>This was used to show the transport methods of the airports that were available in Spain</p>			<p>Google images: Airports in France</p>	<p>This was used to show the transport methods of the airports that were available in France</p>
	<p>CD-rom. Airport picture</p>	<p>This was used to show the airport in Barcelona</p>			<p>Google images: Coma Pedrosa</p>	<p>This was used to show the picture of some people skiing on the highest point in Andorra.</p>
	<p>Google images: Caldea spa, Andorra La Vella</p>	<p>Image used to show the caldea spa in Andorra La Vella</p>			<p>Google images: Caldea spa, Andorra La Vella</p>	<p>This images was used to show that the scenery of the highest point in Andorra.</p>
	<p>Google images: Caldea spa, Andorra La Vella</p>	<p>Image used to show the caldea spa in Andorra La Vella</p>			<p>Google images: Caldea spa, Andorra La Vella</p>	<p>Image used to show the caldea spa in Andorra La Vella</p>

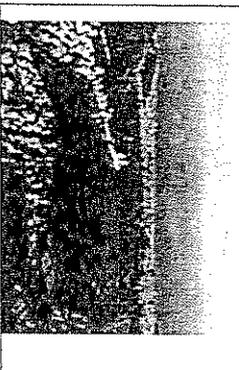
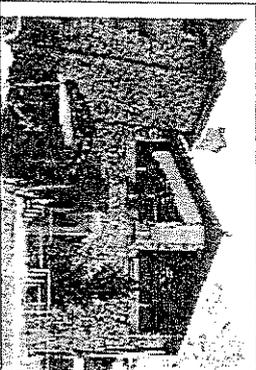
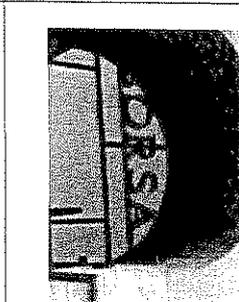
BIBLIOGRAPHY FOR IMAGES

	<p>Google images: Caldea spa, Andorra La Vella</p>	<p>Image used to show the caldea spa in Andorra La Vella</p>			<p>Google images: Rec del sola & rec de lobac</p>	<p>This image was used to show some of the modern built attraction in Andorra La Vella.</p>
	<p>Google images: Rec del sola & rec de lobac</p>	<p>This image was used to show some of the modern built attraction in Andorra La Vella.</p>			<p>Website: Casa de la vall http://en.wikipedia.org/wiki/Image:Andorralavella03.jpg</p>	<p>This image was used to show some of the Historic built attraction in Andorra La Vella.</p>
	<p>Google images: church santa Coloma Andorra la Vella</p>	<p>This image was used to show some of the Historic built attraction in Andorra La Vella</p>			<p>Google images: Bridge of la Margineda, Andorra La Vella</p>	<p>This image was used to show some of the Historic built attraction in Andorra La Vella</p>
	<p>Website: http://wikitravel.org/en/Image:SaintEsteveChurch_AndorraLaVella_Oct2005.jpg</p>	<p>This image was used to show some of the Historic built attraction in Andorra La Vella</p>			<p>Google images: casa d'Areny- Plandolit museum, Andorra</p>	<p>This image was used to show some of the Historic built attraction in Andorra La Vella</p>

BIBLIOGRAPHY FOR IMAGES

	<p>Google images: casa d'Areny- Plandolit museum, Andorra</p>	<p>This image was used to show some of the Historic built attraction in Andorra La Vella</p>			<p>Google images: casa d'Areny- Plandolit museum, Andorra</p>	<p>This image was used to show some of the Historic built attraction in Andorra La Vella</p>
	<p>Google images: Christ Redeemer</p>	<p>This image was used to show the modern attraction in Rio De Janeiro</p>			<p>Website: http://en.wikipedia.org/wiki/Image:japanemapebble.jpg</p>	<p>This image was used to show the Historic attraction of Rio De Janeiro</p>
	<p>Website: http://en.wikipedia.org/wiki/Image:copabanapebble.jpg</p>	<p>This image was used to show the Historic attraction of Rio De Janeiro</p>			<p>Website: http://en.wikipedia.org/wiki/Image:Rio_v_16.jpg</p>	<p>This image was used to show the readers the natural attraction of Rio De Janeiro</p>
	<p>Website: http://en.wikipedia.org/wiki/Image:Suglo.jpg</p>	<p>This image was used to show the readers the natural attraction of Rio De Janeiro</p>			<p>Website: http://en.wikipedia.org/wiki/Image:Suglomountain.jpg</p>	<p>This image was to show the reader the natural attraction of Rio De Janeiro</p>

BIBLIOGRAPHY FOR IMAGES

	<p>Website: http://www.flipsplace.com/brasil/images/lagoon.jpg</p>	<p>This image was to show the reader the natural attraction of Rio De Janeiro</p>	
	<p>Website: http://members.virtualltourist.com/m/p/m/13ccc80/</p>	<p>This image was used to show the readers the entertainment that was available in Andorra La Vella.</p>	
	<p>Google images: Club borsa of Andorra la Vella</p>	<p>This image was used to show the readers the entertainment that was available in Andorra La Vella.</p>	

BIBLIOGRAPHY- INFORMATION

A03

SOURCE	WHAT WAS IT FOR	WAS IT USEFUL
Brochure: Thomas Cook signature ✓	It was used for the accommodation of Rio De Janeiro for the Copacabana palace 5 star hotel	This information was useful as it helped to me to differentiate a 5 star hotel from other different ratings of Hotels that are available in Rio De Janeiro.
Brochure: Kuoni ✓	It was used for the accommodation available In Rio De Janeiro for the Ceasar Park Ipanema 4 star hotel	This information was useful as it helped to me to differentiate a 4 star hotel from other different ratings of Hotels that are available in Rio De Janeiro.
Brochure: Kuoni ✓	It was used for the accommodation available in Rio De Janeiro for the Hotel Rio international three star	This information was useful as it helped to me to differentiate a 3 star hotel from other different ratings of Hotels that are available in Rio De Janeiro.
Website: javascript:open_v ew_window('adve rt_picture_slides. asp?ref=7894&nu m=14 &count=14&type= jpeg')2=star+rio+d e+janeiro ✓	It was used for the accommodation Available in Rio De Janeiro for the hotel Santa Clara 2 star	This information was useful as it helped to me to differentiate a 2 star hotel from other different ratings of Hotels that are available in Rio De Janeiro.
Website: javascript:Hosteli nformationWindow("/hostelpictures.p hp?photo=/image s/hostels/19273_ 6.jpg") ✓	This was used to show the accommodation that was available in Rio De Janeiro. In this case the hostel known as casa 6, However the webpage also had information regarding this accommodation.	This information helped me to show the reader what features were available in the this type of accommodation of the hostel in Rio De Janeiro, as well as helping be to distinguish the different features of it and what facilities and services were and were not provided in this hostel. It also helped me to distinguish the type of tourists that may be attracted to live in this hostel.
Website: javascript:lodgeinf ormtionWindow("/ lodgepictures.php ?photo=/images/l odge/16784_1.jpg ") ✓	This was used to show the accommodation that was available in Rio De Janeiro. In this case the lodge, However the webpage also had information regarding this accommodation.	This information helped me to show the reader what features were available in the this type of accommodation of the lodge in Rio De Janeiro, as well as helping be to distinguish the different

BIBLIOGRAPHY- INFORMATION

		features of it and what facilities and services were and were not provided in this lodge. It also helped me to distinguish the type of tourists that may be attracted to live in this lodge.
Website: javascript:villainri oinformtionWindow("/villapictures.p hp?photo=/informat ion/holidayhome e/5678_3.jpg")	This was used to show the accommodation that was available in Rio De Janeiro. In this case the villa known as Villa Mary, However the webpage also had information regarding this accommodation.	This information helped me to show the reader what features were available in the this type of accommodation of the villa in Rio De Janeiro, as well as helping be to distinguish the different features of it and what facilities and services were and were not provided in this villa. It also helped me to distinguish the type of tourists that may be attracted to live in this villa.
Website: javascript:guest accommodationin rioinformtionWind ow("/housespictur es.php?photo=/inf ormation/visitorgu est/34564_1.jpg")	This was used to show the accommodation that was available in Rio De Janeiro. In this case the guest house known as Castelinho 38 Guest House, However the webpage also had information regarding this accommodation.	This information helped me to show the reader what features were available in the this type of accommodation of the guest house in Rio De Janeiro, as well as helping be to distinguish the different features of it and what facilities and services were and were not provided in this guest house. It also helped me to distinguish the type of tourists that may be attracted to live in this guest house.
Brochure: air tours	This was used to show the 5 star accommodation that was available in Andorra La Vella. This was used for the 5 star hotel known as Diana park.	This information was useful as it helped to me to differentiate a 5 star hotel from other different ratings of Hotels that are available Andorra La Vella.
Brochure: Inghams	This was used to show the 4 star accommodation that was available in Andorra La Vella. This was used for the 4 star hotel known as Rutlan Hotel.	This information was useful as it helped to me to differentiate a 4 star hotel from other different ratings of Hotels that are available Andorra La Vella.
Brochure: Inghams	This was used to show the 3 star accommodation that was available in Andorra La Vella.	This information was useful as it helped to me to differentiate a 3 star hotel from other

BIBLIOGRAPHY- INFORMATION

	This was used for the 3 star hotel known as Xalet Verdu.	different ratings of Hotels that are available Andorra La Vella.
Brochure: Inghams	This was used to show the 2 star accommodation that was available in Andorra La Vella. This was used for the 2 star hotel known as Arinsal Hotel Hotel.	This information was useful as it helped to me to differentiate a 2 star hotel from other different ratings of Hotels that are available Andorra La Vella.
Brochure: Air Tours	This was used to show the self catering accommodation that was available in Andorra La Vella. In this case the apartments known as Sandi IV apartments which were 2 star	This information helped me to show the reader what features were available in the this type of accommodation of the apartments in Andorra La Vella, as well as helping be to distinguish the different features of it and what facilities and services were and were not provided in this 2 star apartments. It also helped me to distinguish the type of tourists that may be attracted to live in this type of accommodation.
Brochure: Air tours	This was used to show the self catering accommodation that was available in Andorra La Vella. In this case the apartments known as Patagonia studios which were 3 star	This information helped me to show the reader what features were available in the this type of accommodation of the apartments in Andorra La Vella, as well as helping be to distinguish the different features of it and what facilities and services were and were not provided in these 3 star apartments. It also helped me to distinguish the type of tourists that may be attracted to live in this type of accommodation.
Brochure: Air Tours	This was used to show the self catering accommodation that was available in Andorra La Vella. In this case the apart hotel known as Apart-hotel Alaska which was 4 star	This information helped me to show the reader what features were available in the this type of accommodation of the aparthotels in Andorra La Vella, as well as helping be to distinguish the different features of it and what facilities and services were and were not provided in this 4

BIBLIOGRAPHY- INFORMATION

		star aparthotel. It also helped me to distinguish the type of tourists that may be attracted to live in this type of accommodation.
Brochure: Crystal	This was used to show the self catering accommodation that was available in Andorra La Vella. In this case the chalet known as Chalet Xantal which was 4 star	This information helped me to show the reader what features were available in the this type of accommodation of the chalet in Andorra La Vella, as well as helping be to distinguish the different features of it and what facilities and services were and were not provided in this 4 star chalet. It also helped me to distinguish the type of tourists that may be attracted to live in this type of accommodation.
Brochure: Crystal	This was used to show the self catering accommodation that was available in Andorra La Vella. In this case the chalet known as Chalet Xadoc which was 2 star	This information helped me to show the reader what features were available in the this type of accommodation of the chalet in Andorra La Vella, as well as helping be to distinguish the different features of it and what facilities and services were and were not provided in this 2 star chalet. It also helped me to distinguish the type of tourists that may be attracted to live in this type of accommodation.
Website: http://en.wikipedia.org/wiki/Rio_de_Janerio	This source was used in order to find out about the national cuisine that was available in Rio de Janeiro	This was helpful as it helped me to find out about the different types of food that is available in Rio De Janeiro. Therefore this also gave me an overall picture of the food that is available and also figure out what type of customers this food will be suitable for.
Website: http://www.lonelyplanet.com/worldguide/destinations	This source was used in order to find our about the national and also the type of cuisine that was available in	This was helpful as it helped me to find out about the different types of food that is available in Andorra La Vella.

BIBLIOGRAPHY- INFORMATION

/europe/andorra	Andorra La Vella.	Therefore this also gave me an overall picture of the food that is available and also figure out what type of customers this food will be suitable for or who may like it.
Website: http://www.lonelyplanet.com/worldguide/destinations/south-america/brazil/rio-de-janeiro	This source was used for me to find out about the different types of places the tourists could eat in on their visit in Andorra La Vella	It was very helpful because this source gave me the required information that I needed in order to carry out the task of finding out the different types of target market for the food that is available in Andorra La Vella.
Website: http://www.lonelyplanet.com/worldguide/destinations/europe/andorra/s ee	This source was used for me to find out about the different types of places the tourists could eat in on their visit in Rio De Janeiro	It was very helpful because this source gave me the required information that I needed in order to carry out the task of finding out the different types of target market for the food that is available in Rio De Janeiro.
Website: http://wikitravel.org/wiki/en/index.php?title=Rio_de_Janeiro&action=section=10 Website: http://wikitravel.org/wiki/en/index.php?title=Andorra_La_Vella&action=section=2	This source was used by me in order to find out about the different options that were available for the tourists in order to access the transport in my destination of Andorra la Vella and Rio De Janeiro and also to get in and out of these two destinations.	Theses sources were very helpful in terms of that they helped me to find out about the overall transport in these two destinations. This helped me to find out about how to get to Andorra la Vella and Rio De Janeiro and also how to get out of Andorra la Vella and also Rio De Janeiro. This source also had the lists of the transport that was available in order to get around the destination of Rio De Janeiro and Andorra La Vella.
Website: http://www.worldcountries.info/Profiles/Profile-Andorra.htm	This source was used by me to find out about the activities that are available in Andorra la Vella	This source was very helpful to me because it gave me the opportunity to find out about the activity that this ski resort had but also other activities that were within and also offered to the national and international tourists in Andorra La Vella. It also helped me to determine who the activities will be suitable for and also who the target

BIBLIOGRAPHY- INFORMATION

		market may be for these activities in Andorra La Vella.
Website: http://www.worldcountries.info/Profiles/Profile-Rio+De+Janeiro.htm	This source was used by me to find out about the activities that are available in Rio De Janeiro	This source was very helpful to me because it gave me the opportunity to find out about the activities that this city had but also other activities that were within and also offered to the national and international tourists in Rio De Janeiro. It also helped me to determine who the activities will be suitable for and also who the target market may be for these activities in Rio De Janeiro.
Website: http://en.wikipedia.org/wiki/Rio_de_Janeiro	This source was used in order for me to find out about the attractions that are available in Rio De Janeiro	This source was very helpful because it helped me to find out about the different attractions that are available in Rio De Janeiro. These attractions included the Modern built attractions, Historical attraction, Natural attractions, landscape, / scenery. This also helped me to determine and identify the different customers and also find out why they could go too such places
Website: http://www.world66.com/europe/andorra/andorralavella/see	This source was used in order for me to find out about the attractions that are available in Andorra La Vella	This source was very helpful because it helped me to find out about the different attractions that are available in Andorra La Vella. These attractions included the Modern built attractions, Historical attraction, Natural attractions, landscape, / scenery. This also helped me to determine and identify the different customers and also find out why they could go too such places in Andorra La Vella
Website: http://en.wikipedia.org/wiki/Andorra_la_Vella	This website was used by me to find out about the different culture events and traditions that are celebrated by the Andorrans	I felt that this source was not very helpful at first because I felt that it did not give a lot of information regarding the cultural events that are

		celebrated in Andorra La Vella. However this was also particularly because Andorra is a very small country and Andorra La Vella a very small capital city. However the information provided was sufficient and helped me to lead to other decisions regarding the cultural events.
Website: http://en.wikipedia.org/wiki/Rio_de_Janeiro	This website was used by me to find out about the different culture events and traditions that are celebrated in Rio De Janeiro	This site was very helpful as I found out about many things about culture and traditions that are celebrated in Rio de Janeiro. Therefore it helped me in terms of giving me some background to the cultural events.
Website: http://www.timeanddate.com/worldclock/timezone.html?n=686	I used this source to find out about the weather in Andorra La Vella	This website was useful in terms of helping me to provide the information about the basic information about the weather. However as the information about the weather in Andorra La Vella was very simple it also helped me to determine other information regarding the weather in Andorra La Vella.
Website: http://www.timeanddate.com/worldclock/timezone.html?n=564	I used this source to find out about the weather in Rio De Janeiro	This website was useful in terms of helping me to provide the information about the basic information about the weather in Rio De Janeiro. However as the information about the weather in Rio De Janeiro was very simple it also helped me to determine other information regarding the weather in Rio De Janeiro which helped me to understand the geographical aspects of Rio De Janeiro more.

Facilities and services at Manchester Airport- Personal and individual

SECURITY

Overall rating

Protection for the staff and customer

- Security guard
- Guard dogs
- Police
- Patrol
- Cameras. Outside, inside
- Scanners/ metal detectors etc → *Passengers for the flights only*
- Other specify

Types of employees working under security section

- Police
- Guards
-
-

SAFETY

FIRE:

- Extinguisher — *visible to the customers so can use in emergency*
- Alarm — *visible to the customers so can use in emergency*
- Sprinklers
- Fire station

OBSTACLES; for example small step in the middle of nowhere, rubbish lying

INJURY:

- First aid Kit
- Medical staff — *Occupational Unit.*
- Medical room
- Other Kits hung on the wall & were visible.*

ACCESSIBILITY ;

- Car parks
- Delivery parking

Facilities and services at Manchester Airport- Personal and individual

- Truck Parking different car parks
 - short stay
 - long stay
-
-

Disability:

- Lifts
- Wheelchair access - MA'S own wheel chairs provided
- Ramps - can cause problems when go
- Staff support - members of staff guide & direct but not completely
- Signages for disability - One to one support all the way
 - Deaf
 - blind
 - physically-handicapped.

Transport links(consider location): coming in, leaving

- motorways
- different car parks - difficulty finding space for large vehicles

SIGNS IN AIRPORT

- Clear directions
1 2 3 4 5 but very spaced out - colour co-ordinated.
- Different languages NO - in english, international signages for transports & terminals & toilets etc
- Suitability of the placement of signs
 - can be seen but are spaced out

Facilities and services at Manchester Airport

Does the airport have staff that are multilingual/ bilingual - what languages can they speak?

- Polish
- Mandarin Chinese
- Hindi
- Gujarati
- Urdu
- Spanish
- French
- Japanese
- Arabic
- Portuguese

English mainly

- Use staff skill - not specific interpreters that are available

Tested - called for interpreter.

not available

only place where interpreter is available is the information desk. Terminal 1

Any other specify

Toilets:

enough toilets in area. Yes/ No

NB: difficult to find

Hygiene rating of toilet:

1 2 3 4 5 - Do have some rubbish on the floor

- but have few toilets in area
So will be difficult in busy times
- not enough soap in the jar.

Toilets for the different types of users can be differentiated:

- Male
- Female
- Disabled
- Baby

General services for the customers:

Eateries:

Restaurants - mainly western foods - international tourists may find it inconvenient.	Café's - also provide other types of foods - However are expensive for everyday
Prices: <u>expensive</u> - for everyday Cheap Average	
Sufficient seating areas or terminal space Not alot of seating difficult	Sufficient checking in areas - Yes alot of space - but may get hectic at other times
Prayer rooms Not many in public places so hard to find but have a few - small.	Aviation enthusiasts facilities Looking over areas - shops - areas to watch planes

Facilities and services at Manchester Airport

<p>Have seating for little children at seating areas but are placed on one side so cannot be seen very clearly</p>	<p>disabled - have high tables so cannot be seated properly</p>

Shops: Below please gives some examples

WHSmith

The body shop

The tte rack

different types of
 Many different shops for the people with different occupations - suitable for the people high & low prices

Specific services for the customers:

Business traveller:

<p>Special seating area</p>	<p>x</p>
<p>Internet connection</p>	<p>Internet access - WAP called manairport - have internet machines</p>
<p>call machines</p>	

Disabled travellers:

<p>Access Lifts Wheel chair access Helper - only when ask</p>	<p>Lifts wheelchair Ramps only on large flat ground</p>
	<p>Steps next to escalators no ramps on many places</p>

<p>Families - Can get a separate service but are expensive.</p>	<p>Groups Similar - same facilities</p>
--	--

Facilities and services at Manchester Airport

Single travellers Have all facilities needed	Single parents with toddlers Difficulty
Children only - Creche type - playing areas	Older travellers Not alot - similar facilities as others, nothing specific
Tourists (Inbound)	Domestic travellers
Visitors to the airport - meeters & greeters point. Normal Confectionary	General Public All facilities except departures
Pregnant women ?	Meeters and Greeters Telephones for contact with internet machines
Educational travellers - Learning Rooms - Tour guide for manchester	Aviation - Talking telescope - Area to watch aeroplanes

Flight Delay? What services provided — Have open services nothing specific
 Employees only services? — vouchers given
 Staff room

- Have own kitchen
- Rest Room - mainly for security personell
- staff Deli
- Staff Toilets
- locker Room

Service and information requirement of the customer

- 1=excellent- facility/ service was more than expected
- 2=good- facility/ service was at a good standard and only a slight extra
- 3=average- facility/service was adequate and fulfilled the requirement
- 4=not good-facility/ service was not fully up the standard
- 5=disappointing- facility/service did not do what was expected

Customer Service desk

1 2 (3) 4 5

- Hard to find desk
 - mainly machinery - do not always give correct answers as built in
 MAISY

Easy to find the staff:

NO.

Enough staff:

Only in certain areas - not enough in food

Manner of the staff:

Approachable	1	2	3	(4) Smiling	5
Positive look	1	2	3	(4) ask how they can help	5
Good communication skills, Give examples	1	2	(3) tone of voice not fast slightly blank	4	5
Uniform Distinguish from other staff eg cleaner, manager. Appropriate eg too much make up or jeans etc	1	2	3	(4) 4.5 Some have alot of makeup on - bad impression	(5) Have identity cards - Uniform

Service and information requirement of the customer

NB

SCREENS

Accurate and up to date

- Have clear coordination - a lot of screens in appropriate places

Major information that affects directly eg delays displayed correctly

Announcements - frequent - Red Colouring

Sufficient information provided

All info updated.

- green colouring

B

- Screens also talk

- Cancellations → then say it.
- delays

Evaluation

Location: Manchester airport
Date: Friday 18th January 2008

I carried out research into the way how the organisation, Manchester airport carry out their customer service and how effective it is. I conducted a survey and acted as a mystery shopper in order to assess the services that were offered by the organisation.

As well as the survey and the mystery shoppers exercise many role play simulations were carried out at the airport on the day. Many of the simulations are as follows. B4

Simulations

At one of the simulations I spoke in Urdu. I asked for the directions for terminal 2 at the information bureau station that was located in terminal 1. The receptionist approached me and my colleague who also accompanied me to carry out the simulation with a smile which was positive. However when I spoke in Urdu that information bureau receptionist tried to explain in English without understanding that I was supposed to be a customer at the airport who does not know English. I had to repeat that I wanted the directions for terminal 2 in Urdu. The receptionist then asked for the language and then called for an interpreter (but did not tell me or my colleague that she was calling for an interpreter or tell us to wait for the interpreter. The interpreter took a few moments to arrive and eventually gave us (me and my colleague) the correct answer that we required.

- Weakness- I felt that when the receptionist called for the interpreter she did not say ask politely to resolve the problem but said "sort it out then", Which I found slightly rude and disrespectful. This also gives a bad impression of the Manchester airport organisation as it makes it seem as though it is a boisterous place to work. The interpreter also took a long time to arrive to the information bureau point which also made the experience time consuming which would be inconvenient if a customer was in a hurry. B4
- Strength- Overall the interpreter provided me with a positive and appropriate response, as I got the answer that I required. However the other strength was that when I first approached the receptionist she smiled politely which made the receptionist seem friendly and helpful.

I also carried out a simulation in Japanese, this was in terminal 1 in the area for the aviation enthusiasts at the food and snack area. I asked "excuse me, do you speak Japanese?". However the waiter apologised after a while, but I found that although I did not achieve the overall answer I was looking for

- Weakness- There was no positive or helpful response as I had to repeat what I said in Japanese although the waiter did not understand the language and did not call for any assistance either. This simulation was time consuming as the waiter did try to understand and make sense of what I was saying but was unsuccessful in his efforts. However the most negative aspect about this simulation was that the employee did not call for an interpreter or feel that it was necessary to call for any external help for the benefit of the customer. This would make the customer feel

A comparison of how the needs of the internal and external customers are met at Manchester Airport.

Being a large organisation Manchester airport have to make sure that they meet the needs of all of their customers which involve both internal and external. This is so that the customers recognise them as a valuable airport and gain a good reputation and also that Manchester airport are able to gain repeat business.

There are a wide variety similarities and differences in the facilities and the services that are provided by Manchester airport for the customers which includes both internal and external customers.

One of the major similarities will have to be that all the customers will need to get to the airport which will affect the location and access of Manchester airport. Therefore this will be similar for all the customers as they will have to take similar routes in to the airport. Therefore Manchester airport will need to have good transport links. These will also be used by both the internal customers such as the employees and also by the external customers such as meeters and greeters. Many of the transport links to Manchester airport will be explained below.

As Manchester Airport is situated south west of the city, close to the M56. This motorway links to the M6 and M60, Manchester's all way round motorway, which means easy access to customers from all over the Manchester area. All main roads throughout the Greater Manchester area carry directional signs to the Airport. The Airport roads display colour-coded squares which show the best route to each terminal and its car parks. Over 12,000 public parking spaces are currently available in the short and long stay car parks. A regular free courtesy shuttle bus operates from each long stay car park to the appropriate terminal, which is beneficial for the customers as they are able to get to their destination (Manchester airport) absolutely free. This is beneficial for Manchester airport as they will have less competition from other neighbouring airports who may charge at very expensive rates in order to get to the airport. Therefore Manchester airport will be being competitive in the travel market but may also be gaining repeat business.

There is also a Railway Station at Manchester airport that opened in 1993, and currently more than 1.4 million customers of Manchester airport use it which proves that it is being used in a efficient manner. Many towns in the north of England have regular trains direct into the Airport, and some operate throughout the night which is also advantageous for the internal and external customers as they are able to get in directly to Manchester airport without a lot of hassle. Many of the train services run through Manchester, providing a frequent service up to six times an hour to the City Centre throughout the day as well as a regular night service. This is beneficial for the airport as they will be able to receive as many customers as possible depending on the time which suits the customers the best. They will therefore be generating revenue 24 hours round the clock which helps benefit them to make a profit.

Bus is also a common method of transport to Manchester airport for the customers as Buses run to Manchester Airport from the City Centre and other

<p>customer which may cause problems for the business and the external customers.</p>	<p>management or the person in charge of the employee that will be have to be responsible to see that the matter is dealt with accordingly.</p>
<p><u>Rewards for repeat business</u> Rewards for repeat business will be something that that customers will want. However this will also encourage many customers to use the facilities and services of Manchester airport repeatedly which will add to them receiving repeat business.</p>	<p><u>Training on equipment and documentation</u> The training on equipment and documentation will be necessary for the internal customers as Manchester airports operations depend on these facilities and services that are provided. However many components also help the customers to define the type of job that the employees do such as the uniforms and the name badges help to determine what job the employee is doing.</p>
<p><u>Recognise employees</u> Recognising employees will be necessary for the external customers who will visit the airport as the employees are the people that actually and directly represent Manchester airport and without them the airport would not run properly. The external customers who will need help will only have the employees to help them and therefore will need to recognise which employee to approach in relation to their point of interest.</p>	<p><u>Job satisfaction, motivational awards, discounts on products and services.</u> Many motivational awards as well as discounts on many products and services and the internal customers gaining job's satisfaction from the work that they do will help the internal customers to feel more welcome at work in this case Manchester airport and many may also feel privileged to some extent.</p>
<p><u>Consideration of individual needs</u> Manchester airport will need to consider the individuals needs because they receive so many different types of external customers who have different needs from each other which impact on the services and facilities Manchester airport provide. For example the needs of the meeters and greeters will be different to that of the passengers.</p>	<p><u>Uniform and/ or name badges with job role provided</u> The uniform of the employees with the job role on the badges will need to be provided by Manchester airport for the staff. This is so that they are able to provide good customer service for the external customers as well as any other internal customers that may need any help.</p>
<p><u>Specified products and services available when required</u> Manchester airport will need to provide specified products and services when they will be required by the customers. This will be because these may be necessary products or services for the customers.</p>	<p><u>Being respected as a individual but also part of a team</u> The employees will need to be respected as individuals but also as a part of a team this is so that they are able to feel more welcome towards their work.</p>
<p><u>Quick check in systems</u> The quick check in systems will be necessary for the customers especially for the business travellers. This is because many of the business travellers will want a quick and efficient service. However this will also be efficient because many of the other passengers may also wish to use this service as it is not only limited to the business travellers.</p>	<p><u>Suppliers made aware of delivery schedules and paid promptly for goods and services</u> The internal customer such as the suppliers will have to be made aware of delivery schedules and paid promptly for goods and services. This is so that Manchester airport are also able to gain repeat business from these internal customers as well.</p>

AB1
124

HOW NEEDS ARE MET - SOME CONSIDERATIONS

External Customers	Internal Customers
<p><u>Location and Access</u> The location and access to the airport will be important to all of the external customers. This is because all of them need to use the airport premises for one reason or another as they are obviously travelling to the airport. ✓</p>	<p><u>Safe working environment</u> A safe working environment will be necessary for the internal customers such as the employees. This is because Manchester airport will be the place where they will be working. If such facilities are not provided then there will be a risk to the health and safety of the employee which can cause a loss to the workforce of Manchester airport. But also that there will be a risk the employees may choose to go and work elsewhere which will also be a loss to Manchester airport.</p>
<p><u>Reliable information</u> Reliable information will be necessary for external customers as they will need to be able to know the information that will be relevant and will also be dependable on the information in many cases. An example will be the directions, these are also a form of information and the external customers will need to know where to go as Manchester airport will receive many customers from all over the world.</p>	<p><u>Access to current information to give to customers</u> Access to the appropriate current information to give to customers will be necessary as the customers will use the employees as major form of gaining their information. This will therefore mean that many of the external customers will depend on the employees and if the employees are unable to respond then the external customers will be helpless as well as feel disappointed at the facilities and services provided by Manchester airport.</p>
<p><u>Range of products and services</u> Range of products and services will be important for the external customers as many may particularly come for these products and services. Such as the local community may visit Manchester airport in order to buy some of the products that they may need. Or the aviation enthusiasts may also need facilities to view and watch the planes. However passengers may also need facilities and services such as shops as they will need to buy immediate products such as bread and milk if they are residents of this country.</p>	<p><u>Product knowledge and training on the products and services offered</u> Product knowledge and training on the products and services that are offered by Manchester airport will need to be known by the internal customers at Manchester airport. This is because it will be an important aspect of their business as the products and services at Manchester airport is what keeps its day to day operations intact.</p>
<p><u>Prompt handling of complaints or queries</u> Prompt handling of complaints or queries will need to be very important as these can be major issues that could be affecting the facilities and services of Manchester airport. Therefore if this does not occur then this could also lead to a negative impression or bad reputation which may mean risking repeat business from customers. The customers will also want these complaints or queries dealt with well as well.</p>	<p><u>Practices and procedures for handling of complaints and queries</u> The practices and procedures for handling the complaints and queries will be important as they help to ensure that if the customers (both internal and external) if they have any problems then they will be resolved or taken in to consideration as soon as possible.</p>
<p><u>Efficient handling of queries</u> Efficient handling of enquiries will be important as this will occur when the external customers will want to find out information regarding the airport or its facilities and services that it offers. Therefore it will be necessary that it handles these enquiries efficiently because if not then it could lead to giving false information to the</p>	<p><u>Access to supervisors and management to handle complaints</u> The access to supervisors and the management in order to handle the complaints will be necessary for the employees. This is because the employees below in the hierarchy of Manchester airport may have some complaints as well. Therefore it will have to be the</p>

A01
A04

A02
A04

Asst.

Shareholders

- Manchester City Council, 55% share
- Bolton council, 5% share
- Bury council, 5% share
- Oldham council, 5% share
- Salford council, 5% share
- Stockport council, 5% share
- Rochdale council, 5% share
- Tameside council, 5% share
- Trafford council, 5% share
- Wigan council, 5% share

Airlines

5000000000

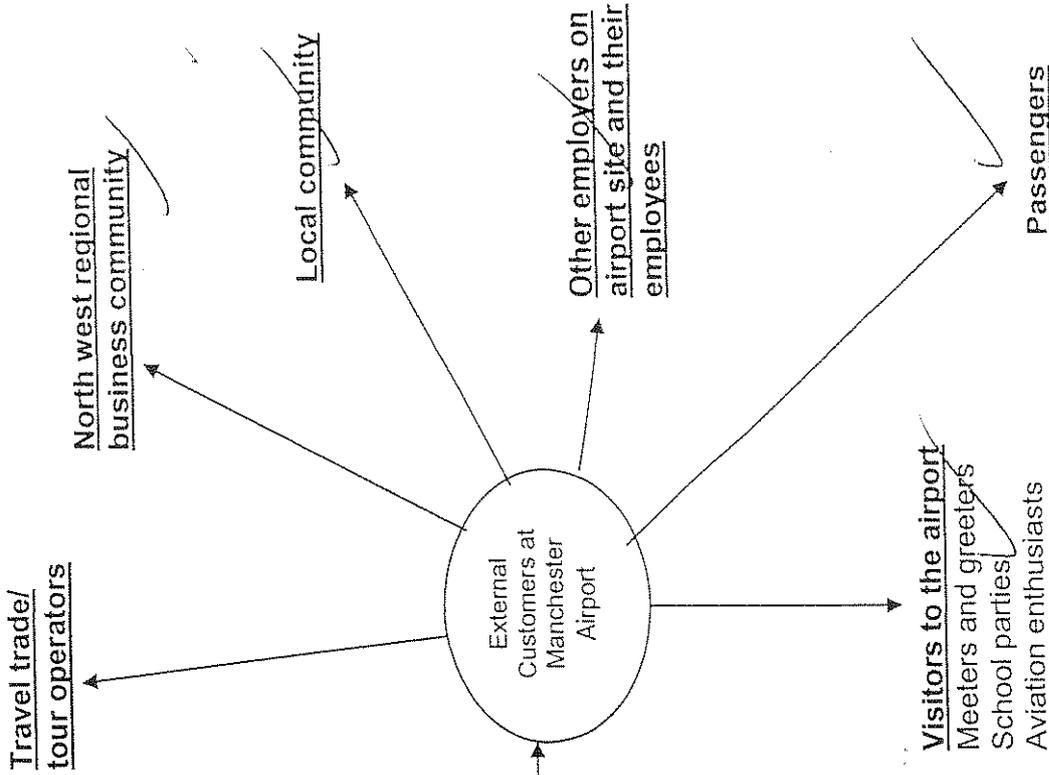
Service Partners

- Handling agents
- Control Authorities
- Catering companies
- Retailing operators
- Cleaning authorities
- Freight companies

Local Authorities

Employees

- many in different functional areas:
- Human Resources employees
- Finance employees
- Administration and IT support employees
- Operations employees, Marketing, Research and Development employees
- Customer service employees



Customers at Manchester Airport

Internal Customers at Manchester Airport

External Customers at Manchester Airport

Visitors to the airport

- Meeters and greeters
- School parties
- Aviation enthusiasts

Passengers

Other employers on airport site and their employees

Local community

North west regional business community

Travel trade/tour operators

The airport does try to make sure that the information is always provided so that it is visible for passengers to see and make sure that it is continually updated so that the customers do know what is happening. This is important for business travellers because they need to know what time they are going to be flying etc because many will have plans set for when they arrive to their destination.

The airport has also made changes to the airport after customer's feedback from all the ways that they find out the information to help them make the airport more enjoyable for the customers.

The chandeliers that Manchester Airport used to have in terminal 2 have now been removed because people felt that these distracted them from looking at the signage.

MR3

The seating areas have been changed after customers felt that the seating that was in place wasn't to an adequate standard and was not comfortable for the duration of their stay in the airport. Now, after the changes have been made there are comfortable, larger seats which mean that the customers are now happy to sit and relax in the areas because of the changes that have been made.

The queuing systems that are used at the airport for check in are a change that has been changed in the last couple of years. There are now different queuing systems which as a result mean that when customers are queuing up to check in it is faster and less stressful for busy times in the airport.

good piece

Bibliography

Source used	Was it useful
Airport Tour centre- Notes to accompany customer service lecture	This book provided me with lots of information and data on the changes that had been made to the airport to keep the customers happy.
Who are Manchester Airport's customers	This booklet was great for proving me with real facts and figures directly linking to Manchester airport.
Travel and tourism, Endorsed by OCR (Heinemann)	This book helped because of all the information it provides
http://www.manchesterairport.co.uk/web.nsf	The website was able to show me a lot of information in a easy layout and also the writing wasn't in large amounts therefore was easy to pick out the main bits of

✓

information.

Activity 4

An evaluation of customer service at Manchester Airport

Manchester airport deals with a lot of customers both internal and external. I carried out a survey and also acted as a mystery shopper to analyse the quality of the customer services provided in Manchester Airport. Part of my investigation included looking at the products and services provided and also the personal skills of the staff that worked in Manchester Airport to see if they were friendly and gave me the information that was required. ✓

Results of my survey

The employers ✓

The employers that work in Manchester Airport were friendly and had good personal skills when we asked for help and guidance in the different terminals. The way the employers greeted me was in a friendly, welcoming manner that allowed me to ask questions without feeling I was being a nuisance. The uniforms that the employers wore were easily identifiable therefore I was able to recognise them when I wanted to find a specific person, for e.g. when someone needs a taxi the uniform that I had to look out for were a person with a hat and a walkie talkie.

There was a weakness that I noticed with the employers, there wasn't many staff walking around the terminals and sometimes it was difficult to find the specific person you needed amongst all the crowds in the airport. There was also a lot of staff members in the airport who wore coloured badges to show which job they were doing, I knew what the colour codes meant because our tour guide had told us, however if he hadn't told me I would not have known therefore not known if that was the correct person to approach.

Strengths

- ✓ I think that the staff at Manchester airport were friendly and seemed approachable. I didn't mind having to ask questions because they were easy to talk to.
- ✓ There was a lot of staff at the airport walking around in the terminals so I didn't think that it was difficult to spot one when I needed one.
- ✓ The information that they knew was correct and when they helped me during my role play they provided me with all the sufficient information that I required.
- ✓ The staff that worked inside the shops in Manchester Airport were also really helpful if I asked them a question and also knew a lot of information about the airport and directions too. ✓

Bob

Weaknesses

- ✓ Sometimes I found that even though there was a large number of staff located around the airport, it was difficult to know which person to go to because of the uniform and I think that they could wear badges or labels which make it easier to identify which department that they work in.

Communication skills in Manchester Airport

In the airport I found that the communication levels between the customers and the staff met to the acceptable standards. There were various communication levels used at the airport with the announcements and the signage. I think that the signage wasn't too good because there weren't lots of signs visible for the visitors to know where they wanted to go and if somebody was in a hurry this could cause problems. However the airport has said that they have improved on the signage because this was one of the commonest complaints made at Manchester Airport. One improvement that has been made is that the chandeliers in terminal 2 have been taken down because they often hid the signage or distracted visitors' attention. When I saw signs they were clear and they have placed them at different levels so that it is easy for people to notice them. The writing is also in large, bold print which stands out. The problem is not that the signs are clear and noticeable; it's just the fact that there isn't enough in and around the terminals.

The number of announcements that are made have been reduced, and now the only messages that are broadcasted are 'no smoking', and the flight information. The reason why this has been done is because a lot of people said that they could not hear the announcements, didn't listen or couldn't understand what the person was saying as it was too noisy in the airport and made the voice come across as quiet and unclear. Now information boards are used which shows the details and information that people need, this is more effective because people can look at these boards at any time and not hear the information announced incorrectly. I think that the details of the flight and the times which are displayed are accurate and are updated frequently; I think that Manchester Airport exceeds the acceptable standards because of how quickly they change the information for the customers benefit.

The main electronic that is used in a form of communication is 'Maisy'; this is a computerised machine that provides information about getting to and around the airport and general information about flights on a daily basis. I think that this is a time saving form of communication for the airport and that it provides a lot of information if the person knows how to use it. I don't think that it would be suitable for elderly or people who aren't familiar with computerised methods and could cause them problems or delays. Also it is quite slow when loading and waiting for the answers which aren't suitable for

people who are in a hurry. Another limitation by using the 'Maisy' is that people can't ask specific questions that they want to know the answers to and only have a limited access to information and some which may not be necessary for the person using it. ✓

A more personal way of communication that is used in the airport is information desks, these were easy to find and visible for people to see. I think that the personal skills of the people working behind the desk met to the acceptable standard of the airport and they had good personal skills which don't make people feel like they are disturbing them and shouldn't ask questions, on the other hand when talking to people face to face around the airport, I found this was the least effective form of communicating has often you were seen has a nuisance and the staff were in a hurry and couldn't provide the information that was needed. It was also hard to identify the different employers and who to go to when you wanted to find out some information etc. I think the way the people treat the visitors could be improved by paying their full attention towards them and I think the uniform and badges should be made more clear and larger so that it is easier to identify who and what their job is. ✓

Bye

Strengths

- ✓ I thought that when I visited Manchester Airport there were many ways in which you could find information. I thought that the Maisy interactive machines were good if people didn't like to ask questions and also saved time.
- ✓ The information desks that were in the airport were also easy to find and the staff working behind them were easy to talk to.

Weaknesses

- ✓ Sometimes, when I talked to the staff, the interaction between me and them was rushed because they were trying to get to another place in the airport. So perhaps in future the staff should improve the way they talk to their customers because it is vital to keep customers happy.

Health, safety and security

I found out that the airport security levels are high and the airport is secure with over 700 CCTV cameras in and outside the airport. The cameras also are alerted by the computer to let the operator know to sort the problem out to keep people safe. The airport also has their own police and fire services to ensure that the airport is safe at all times and so that they can make the airport their number one priority.

The fire exits were easy to find and there were a sufficient amount located around the terminals with a short distance to walk to, they were visible from the large signs used they located around the airport. I think the fire exits exceed the acceptable standard. ✓

When people are checking in the services are all thorough and accurate to ensure that the people who flying are safe and feel comfortable. The CAT machines are set to a very high standard and can cut slices through the suitcase and look what is in them for safety reasons. I don't think that the security and safety of the airport needs any changes or improvements has it already exceeds the acceptable standards.

The health and cleanliness is also at high standards in the airport given the situation that it is in, i.e. there are no bins anywhere in the airport as this is not allowed for safety reasons. The amount of cleaners around the airport is also quite high and they do their job well and keep the cleanliness levels to high standards. Also if there is an accident, for instance a spillage they are quick to address the problem and place a sign in the area to warn people.

Strengths

- ✓ The airport was extremely clean even though there were no bins in the arrival areas I think that it was really clean and this gave the airport a good image when I entered it.
- ✓ There was a substantial amount of fire exits located around the inside of the airport. This made me feel more at ease, especially after all of the trouble with terrorists etc.

Weaknesses

- ✓ I don't think that there was a sufficient amount of toilets available; however the ones that the airport did provide were to a very high standard.
- ✓ In the eating areas in the terminals, I think that the tables weren't cleaned enough and often the tables were left with lots of meals and food when people had finished. I think that the staff working at the eating places should clean the tables more frequently.

Accessibility

The accessibility between the terminals in the airport wasn't too good as when I was there I thought I was walking towards terminal one when in fact I went to terminal 3 instead. I think that there aren't enough signs showing people where the different terminals are. This could be improved by placing signs in the glass corridors to save people walking through them if they are unsure of which terminal they are about to go to. Although a good point about the links between the terminals is how to get to each terminal, I think the corridors with the escalators is a convenient way for people to access the different terminals without having to go outside, this is a time saving factor.

The car parks were large and allowed a lot of people to park their car there but they were located quite far from the airport which meant a walking distance for customers, especially if they have luggage with them too. However there are other services which allow easy access to Manchester airport, these include buses, taxis and coaches and this allows people to get

to Manchester airport but also people who are leaving the airport for e.g. if they have just arrived back from holiday etc. without causing any problems. There is also a train station that is directly linked to Manchester airport and this is one of the main reasons why the airport does so well, it attracts a lot of people to fly from this airport because of the easy access to it. The cost of parking a car at the airport is expensive, £5.50 for 2 hours, I think the cost is high-priced and could be lowered which would attract more people to park there. There are also car parks available for people who are going on holiday and need to leave their car at the airport and I think this is becoming a more popular way for people to leave their cars while they are on holiday. The accessibility in and around the airport meets the standards of the airport as the signage helps to guide people where to go and also it is accessible to find fire exits because they are clearly signalled and there is only a short walking distance to find one which is good for safety reasons, when I was at the airport there was a fire exit available within 20 feet.

Strengths

- ✓ The airport is easy to get to by various methods of transport. I think that this is a vital factor for the different types of external customers.
- ✓ The train station that is linked to the airport is a huge bonus to the airport and I think that this helps people to save time from getting from a railway station located away from the airport.
- ✓ Accessibility inside the airport is good for most customer types because there are lifts and escalators provided which saves time. There is also voice activated lifts which are beneficial for blind people.

Done

Weaknesses

- ✓ The terminals are located quite far apart and if customers are trying to get somewhere quickly because they are boarding their flight shortly and they need to do something before.

Accessibility of products and Facilities

The toilets are clean and the number of toilets that are provided is adequate. There are also disabled toilets provided and lifts and escalators for disabled people, also when people want to get into shops many have ramps now so that everybody can access them. There are also smoking areas for people which mean that everyone is kept happy whilst they are in the airport. The airport is also considerate of different ethnicities and provides prayer rooms for all people of any religion to use.

There is quite a wide range of food places for people to access in Manchester airport which suit most people's taste. There are fast food places for children and also healthier options for other people but there are also coffee bars which are good for people who don't want a meal but fancy a snack or a drink etc. There are also a range of shops that are accessible for people to visit to pass on time during their stay in the airport. However for some things which

people leave to last minute for instance, converting their money into a different currency this can be more expensive to do in the airport, however the prices in the majority of the shops are not higher priced which is a good thing for people who want to shop in the airport.

The waiting areas are good with comfortable seating and tables; this has been improved in the past to make it more enjoyable for visitors to wait etc.

Strengths

- ✓ There is a wide range of products that are provided at the airport which meet the standard of various customer types. When I was walking around the airport I thought that the choice of shops available was good and provided me with something to do while I was staying in the airport.
- ✓ The eating area was a pleasant area and the choice of places to eat was good because there was something that could appeal to different types of people.

Weaknesses

- ✓ The facilities that are provided for children were quite basic and was fairly minimal. I think that what they did provide was good, like the arcades and the game rooms; however I think more of these were needed for the amount of children that go to the airport, especially in peak times.
- ✓ An improvement that Manchester airport could make is to have more internet access because I think that as a teenager I would find this entertaining for something to do whilst I was waiting to go on a flight.

Does Manchester Airport meet the needs of different customers?

Business travellers

The airport provides good, effective services for business travellers because this is their main customer with 51% of people travelling being business travellers. The airport has a fast track check in which allows the people to be at the airport only 20 minutes before they travel, also they do not have to queue because there are self check in machines which only require boarding passes and a passport which saves time for the business travellers.

There are also conference rooms for business people to stay in during their stay in Manchester airport to do work and pass time on whilst waiting for their flight. There are also car hire services in the airport for the business travellers arriving in Manchester airport so they can easily get to the place they need once they are inside the airport. Also Manchester airport provides a quick access to railway service which is especially useful for business travellers who need to get to certain places in a short period of time.

I think that the airport meets all the needs that a business traveller would need to receive quick and good access to a flight from Manchester airport and also to other areas of the UK when they are flying to this Manchester airport.

Disabled travellers

The airport has improved services to make it more suitable for disabled people. There are now ramps as well as steps so that it is easier for people in wheel chairs or people with physical difficulties to move around the airport. There are also disabled toilets and there are lifts for people to get to different levels in the airport. Many of the shops now have ramps or no step so that the shops are accessible for everyone to go to use. Also if people who are travelling are disabled and are travelling alone or in a couple there are people who work at the airport who can push people around the airport in a wheelchair provided by the airport because their own has been taken to board the plane. Also it means that if they are travelling in a couple the other people doesn't have to manage the luggage and push the wheelchair as well. I think that the services Manchester airport provide are adequate and make travelling more comfortable and less stressful for people who are disabled or are caring for them.

There is one improvement that I think the airport could make and that is having more lifts to access the inside of the airport because when I visited I didn't see many to get to different levels therefore people in wheelchairs could feel deprived of some things in the airport.

Families

I think that the airport meets the needs of families with any aged children. For older children there is a range of shops available to keep them entertained and there are also appropriate eating areas which appeal to teenagers for e.g. fast food places. There are also arcades which were busy with children in; there are also computers with internet access.

For parents with toddlers and babies there are special facilities in the toilets to keep babies clean. The airport also provides crèches to give parents a break and also keeps the babies or toddlers occupied if they are waiting to go on a flight. In some of the eating areas there are special menus for young children too.

Manchester airport is able to deal with a range of different types of customers. The facilities and the services that Manchester airport provide the customers with is very successful and this gives the customers a good impression of the airport. Manchester airport was able to provide and meet the needs of all customer types because it needs to, to be one of the top airports in the UK.

Opinion

I feel that Manchester airport provide all the necessary facilities and services that will be needed by all the different types of customers (both internal and external). I felt that the majority of my needs were met when I visited Manchester airport. However I felt that the food on the land side was expensive especially for a traveller that may attend/ go to the airport on a daily visit.

I also felt that Manchester airport did not provide the needs of many different types of customers such as leisure, business, VFR etc that may be have been coming from continents such as Asia, Arabia etc, which was because I could not find any eastern food anywhere in all three terminals. I therefore feel that Manchester airport should try to include food from many other cultural areas such as Chinese, Indian, Thai etc. I think this because it will help to draw more customers and many arriving passengers may also feel that Manchester airport is promoting a direct culture, which will make them feel valued and respected. I also feel that Manchester airport should try to liaise with many of the retailers in order to lower retail prices as the consuming items are over priced. I particularly feel this because being a student who visited the airport as part of a educational party and also for educational purposes I felt that I had to undertake many unnecessary costs.

I also felt that the airport was not maintaining many basic hygiene standards as many of the seating areas were very filthy, but I can understand that there are not bins due to the terror threat but Manchester airport should have cleaning routines more frequently. This is because it will be more beneficial for me and any other customers that visit Manchester airport as it will give a good impression.

However overall I felt that Manchester airport did try to cater for the needs of all the different types of customers both internal and external in a prompt and professional manner.

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Recommendation

