

# SELLING DESTINATIONS

Geography for the  
Travel Professional

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*Mancini*  
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*South-Western Publishing Co.*

# **SELLING** *DESTINATIONS* **Geography for the Travel Professional**

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*2e*  
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*Marc Mancini*

Department of Travel  
West Los Angeles College

*South-Western Publishing Co.*

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**NOTE TO READER:** Some chapter maps contain symbols.  
Following is a key to the symbols you will encounter.

#### MAP LEGEND:



capital city



major air gateway



attraction



mountains



# PREFACE

Does the sheer volume of things the travel industry expects you to know about the world overwhelm you? Do you wonder how that knowledge can be translated to real, everyday sales experience? Then *Selling Destinations*—whether you're a student, trainee, or working professional—is written with you in mind.

## HOW THIS BOOK IS UNIQUE

*Selling Destinations* is a very different sort of geography book

- **It approaches geography from a travel industry perspective.** Important touristic destinations receive detailed treatment in chapters of their own. Secondary destinations merit several pages or paragraphs in special "Potpourri" chapters. Facts and places that travel industry personnel rarely deal with are given only a passing reference (though the Appendices direct you to other reference sources to get the information you'll need).
- **It treats geography as something the travel industry sells.** To be able to match clients to destinations and services is the key to travel industry success. *Selling Destinations* underscores precisely how you can do this in your day-to-day work.
- **It makes reading about destinations fun.** This text uses a breezy, magazine-style prose to make learning about the places you'll be selling an enjoyable experience.
- **It uses many educational devices to make sure you remember what you read.** The biggest problem with most books: you remember only about 30 percent of what you read. First, *Selling Destinations* limits itself to what you need to know to be a travel professional; it won't clutter your mind with obscure details. Second, its two-color highlighting, lists, headings, subheadings, graphs, tables, photos, and application activities serve to clarify and reinforce information. The result: You absorb a far greater percentage of what you read.

## WHAT MAJOR GRAPHIC ELEMENTS ARE USED

*Selling Destinations* features nearly 300 visual elements to enliven the information that it presents:

- You'll find more than one hundred **maps**. As you read the text, you'll be able to follow along on the map; that way you'll instantly know where the place talked about is situated geographically. The maps are simplified to give special attention to cities and areas that tourists frequent.
- In many chapters, you'll be able to consult a "**For Your Information**" box that summarizes geographic facts about a major destination, such as population, area, currency, languages spoken, history, and even on which side of the road you should drive.
- "**Climate at a Glance**" charts will enable you to rapidly determine the typical temperature, rainfall, and tourist season patterns of major world destinations.
- "**Qualifying the Client**" grid boxes will enable you to identify the types of people who are attracted to major destinations.
- "**Travel Trivia**" boxes give you unusual, entertaining, or surprising bits of information about tourism that help flesh out your understanding of the industry and of the world.

## HOW THIS BOOK IS ORGANIZED

*Selling Destinations'* part and chapter structure is dictated by travel and touristic concerns:

- **The book is divided into six major parts.** Part I lays a sturdy geographic and sales foundation for all information to come. Parts II through VI cover the world's principal geographic areas: North America, Latin America, Europe, Africa and the Middle East, Asia, Australia and the South Pacific.
- **A short introductory overview** opens each of Parts II through VI. This is followed by several **in-depth chapters** on major touristic centers. (There are 24 such chapters in the book, each focusing on those destinations most

visited by North American tourists.) Each part finishes with a **potpourri** chapter that gathers together those remaining destinations not covered in an in-depth chapter.

- **Three useful appendices** list typical lengths of time spent by tourists in major cities, the addresses of tourist bureaus, and research resources—including the phone numbers and addresses of major video distributors and descriptions of other reference books. A detailed **index** follows.
- **Pronunciation guides** follow place-words that are especially difficult. They're set off in brackets and spelled phonetically.

## HOW EACH CHAPTER IS ORGANIZED

The organizational subheadings of *Selling Destinations* are critical to the book's sales-geography philosophy:

- An **introduction** gives a historical, cultural, or client perspective on the destination. It also lists major geographic features, patterns of tourism, and languages spoken.
- **How Travelers Get There** discusses modes of transportation, national airlines (with airline codes), major airports (also with codes), and traveling times from North America, if relevant.
- **Weather Patterns** analyzes seasonal weather and touristic patterns.
- **Getting Around** focuses on internal modes of transportation, both in broad subregions and within major cities.
- **Places You Can Recommend** discusses touristic highlights and day-trip possibilities from central hub cities.
- **Possible Itineraries** lays out typical daily client travel patterns within the destination area.
- **Lodging Options** enumerates the lodging choices of a destination, including principal hotel chains and landmark hotels.
- **Allied Destinations** suggests the typical places that are easily combined with the primary destination as part of a larger client itinerary.
- **Tips You Can Give** lists those miscellaneous but practical bits of information that can improve a trip and build confidence in both the seller and buyer of a destination.
- **Cultural Patterns** (where applicable) examines the local cultural behaviors of which travelers should be aware.
- **Factors That Motivate Visitors** analyzes why a person typically travels to the destination covered.
- **Typical Visitors to a Place** profiles the typical traveler to a particular location.
- **Possible Misgivings About a Place** enumerates those psychological barriers to a destination—perhaps valid, perhaps not—that a person may have, and how or if they should be countered for an effective sale.
- **Sales Strategies** lists the services that a person may wish to arrange in advance—the kinds that yield extra profits to the seller of travel.
- **Activities** close each chapter. A **Map Activity** tests your knowledge of geographic places and their attractions. A **Sales Activity** permits you to apply your knowledge to hypothetical travelers. A **Creative Activity** challenges you to take a hypothetical situation in the travel industry and turn it into an innovative solution. The goal is to help you marshal all you know, to tap into your creativity—and to have *fun*. These Creative Activities also lend themselves readily to group solutions.

## WHO SHOULD USE THIS TEXT

*Selling Destinations* is a geography book targeted to those who sell, or who plan to sell, places. At first glance, it may seem to be primarily a study or reference work for travel agents, and it is certainly that. But it will prove equally useful to you even if you're in another segment of the travel industry for two reasons. First, you need to know how travel counselors deal with geography, since you depend on their salesmanship. Second, everyone in the travel industry, in one way or another, sells places. The insights and strategies that this book gives can be used by anyone who deals with the traveling public. *Selling Destinations* can be a quick way of bringing yourself up to speed on most major destinations. It can be a powerful and rapid reference tool. And it can become a springboard to other, more specialized treatments of destination geography.

## WHAT ISN'T INCLUDED

*Selling Destinations* deliberately avoids information that can become rapidly outdated or should more appropriately be looked up in standard, frequently revised sources (most of which are listed for you in the Appendices). Such information includes money conversion rates, visa requirements, and the like. This book also gives minimal attention to destinations that regularly suffer from political turmoil, terrorism, epidemics, and similar factors that make a place difficult or inadvisable to sell. Since a destination's touristic climate can change abruptly, we suggest that you consult the Citizen's Emergency Center, U.S. Department of State, Washington, D.C. 20520, 202-647-5225.

## TO THE INSTRUCTOR OR TRAINER

*Selling Destinations* has been created with your pragmatic needs in mind. It can serve as your primary textbook; the many features listed on the preceding pages make it extremely effective when you're dealing with students or trainees who must round out their checkered knowledge of world geography. Or it may be used as a sales-application supplement to more conventional texts. It's well-suited for compressed, one-semester geography programs, yet it easily lends itself to longer-term classes.

To further encourage your flexibility in using this book, each chapter is independent from the others. You can present chapters in whatever order you prefer. Note that "Part" sections, however, set the stage for what's to come and are, therefore, less adaptable to shifting.

A feature that will be especially useful to you is the *Instructional Resource Manual*, which amplifies the book and makes your teaching much easier. Among its contents: a set of behavioral objectives, teaching tips, answers to all textbook activities, supplementary research activities, blank maps for reproducing and for quizzing students and a test bank of more than 80 quizzes with answers.

One other important feature of *Selling Destinations* is a set of five videotapes that reinforce and amplify information contained in the book. For ordering information, please see the Introduction of the Instructor's Resource Guide.

For those of you who have taught from this book before, you'll notice some changes in this second edition. The information originally given in each chapter's "For More Details" box has been relocated. Reference book, video and tourist bureau information is now in the Appendices.

We've also added dozens of "Creative Activities" to enliven the content and to broaden the applicability of knowledge to the full spectrum of travel careers. Finally, we've beefed up and updated the book's content, added considerable data on cruising, and nearly tripled the number of illustrative photos.

Information given in this textbook has been cross-checked in multiple sources, all of which are cited in the Appendices. Whenever possible, first-hand experience—that of the author or of various destination experts—has been used to buttress content.

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# CONTENTS

<b>PART I</b>	<b>BASIC INGREDIENTS: GEOGRAPHY AND HOW TO SELL IT</b>	<b>1</b>
<b>PART II</b>	<b>NORTH AMERICA: CHARM OF THE FAMILIAR</b>	<b>30</b>
	Chapter 1      New England: The Cradle of Liberty	38
	Chapter 2      New York and New Jersey: Broadway and Boardwalk	50
	Chapter 3      Pennsylvania, Maryland, Virginia, and Washington, D.C.: The Mid-Atlantic Medley	64
	Chapter 4      Florida: Where the Mouse Roars	78
	Chapter 5      California and Arizona: Glamour and Grandeur	90
	Chapter 6      Canada and Alaska: The Great White North	106
	Chapter 7      North American Potpourri	122
<b>PART III</b>	<b>LATIN AMERICA AND THE CARIBBEAN: RHYTHMS OF CULTURE</b>	<b>140</b>
	Chapter 8      Mexico: Tropical Fiesta	146
	Chapter 9      The Caribbean: A Sea of Nations	160
	Chapter 10     Brazil: Where Everything Sizzles	176
	Chapter 11     Latin American Potpourri	190
<b>PART IV</b>	<b>EUROPE: CONTINENTAL FLAIR</b>	<b>208</b>
	Chapter 12     Great Britain and Ireland: Foreign, yet Familiar	216
	Chapter 13     France: The Movable Feast	230
	Chapter 14     Italy: Pisa and Pizza	246

Chapter 15	Spain and Portugal: Everything Under the Sun	260
Chapter 16	Germany: Romantic Roads	276
Chapter 17	Greece and Turkey: An Odyssey of Culture	290
Chapter 18	European Potpourri	304
PART V	AFRICA AND THE MIDDLE EAST: SAVANNAS AND SAND	320
Chapter 19	Egypt: Riddles in the Sand	330
Chapter 20	Israel: Of Milk and Honey	344
Chapter 21	Kenya: The Lion Sleeps Tonight	358
Chapter 22	African and Middle Eastern Potpourri	370
PART VI	ASIA AND THE PACIFIC: RIM OF MYSTERY	390
Chapter 23	Australia and New Zealand: Where Things are Jumping	398
Chapter 24	The Pacific: Fantasy Islands	414
Chapter 25	Japan: Pearl of the Orient	428
Chapter 26	Singapore and Thailand: Crossroads of Asia	444
Chapter 27	China and Hong Kong: Of Red and Gold	458
Chapter 28	Hawaii: Paradise Found	474
Chapter 29	Asia and the Pacific Potpourri	486
APPENDIX A	AVERAGE LENGTH OF STAY— LEISURE CLIENTS	504
APPENDIX B	TOURIST BUREAUS	505
APPENDIX C	RESEARCH RESOURCES	509
INDEX		510

# PART

# I

## BASIC INGREDIENTS:

### *Geography and How to Sell It*

Here's a surprise: If you're in the travel business, you don't sell travel. What you sell is *geography*. For example, if you're a travel agent, your client may insist on a specific airline, with a flight at a certain time and price. Yes, that is selling *travel*: the act of going from one place to another. But the act of traveling in an aircraft holds little pleasure. No, the reason your client is traveling is to get to a place, and places are what geography is all about.

To perform any travel-related sales job in a professional manner, you must be aware of at least some aspects of the places travelers favor. Corporate travel managers, incentive operators, convention and meeting planners, tourist bureau representatives, hotel sales and reservation staff, tour planners, cruise personnel, and airline employees—they all have to know their geography to do their job right.

The most obvious sellers of destinations, however, are travel agents. That's why this book examines the world through their eyes. But even if you're not a travel agent, you still need to know how *they* deal with geography, for virtually every person who serves the travel industry must depend on the salesmanship of travel agents.

No matter what segment of the industry you're in, though, you'll profit enormously from a deep and lasting familiarity of the world you sell, the kind that the chapters that follow will give you. And don't forget that word *sell*. The object is not to simply inform people about a destination, which is worthwhile in itself, but to motivate them to *buy* that destination—with their hearts as well as with their wallets.

## BASIC CONCEPTS OF DESTINATION SALES

Selling a place is a genuine art. It requires knowledge of the destination *and* of the traveler. The following five strategies will help you maximize your ability to sell a place:

### **You Must Know All the Relevant Facts About a Destination**

Travel geography differs from all other forms of geography in this way: It concentrates on those features about a destination that affect travel and tourism. To know that people in Burundi speak Kirundi, that Burkina Faso's principal crop is

groundnuts, and that Montana is America's leading producer of zinc may make you more culturally literate and certainly a winner at Trivial Pursuit. But will this knowledge help you in the travel industry? Probably not. The likelihood is very low that anyone will ever ask you about Kirundi, groundnuts, or zinc. (For that matter, it's improbable that you'll ever encounter anyone going to Burundi or to Burkina Faso.)

On the other hand, to know that many Swedes speak English, that a good place to lodge New York City-bound clients is just south of Central Park, and that opals are a good buy in Sydney *are* useful geographic facts. Climate, transportation options, itinerary routings, hotel locations, and key attractions—these are things you need to know to motivate a person's interest, to help shape the travel experience, and to achieve an effective sale.

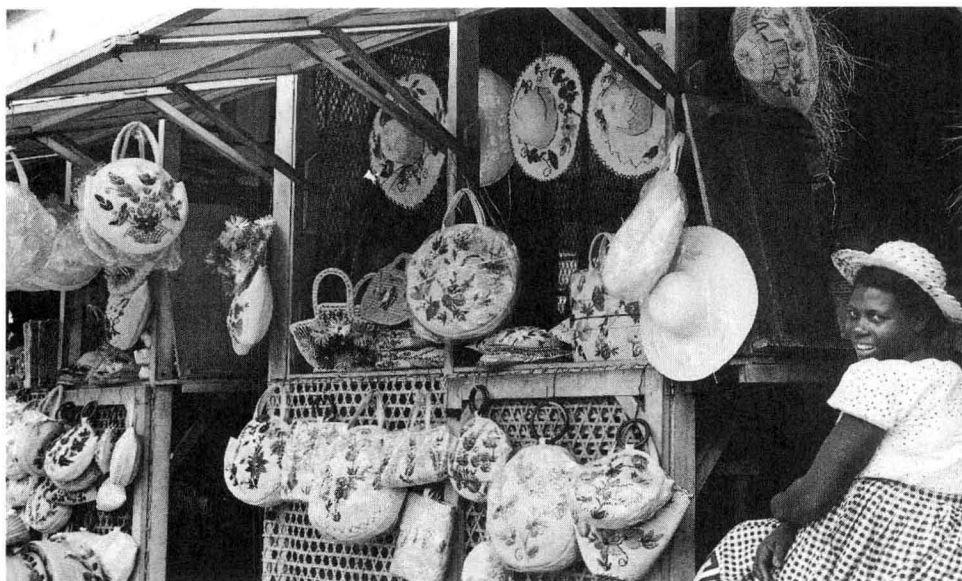
## You Must Know What Kind of Client Favors a Destination

What's the biggest mistake that travel professionals make? To believe that what they like, everyone else will like. Maybe you're the type of person who adores classical music but hates lying on the beach. So you tend to recommend such destinations as Vienna and Milan, but not Hawaii or the Caribbean. After all, doesn't everyone enjoy a concert by the Vienna Boys Choir or an opera at Milan's La Scala? No. Each place attracts its own type of visitor. Matching destination with type is the key to a sensitive, efficient, and profitable sale.

How many "types" of travelers are there? What motivates them to travel? There are countless ways to slice the tourist "pie." One is to separate them into **leisure** travelers (those who travel for pleasure) and **business** travelers. You can further subdivide each of these broad categories. Business travelers, for example, may go somewhere to attend a convention or to conduct business; they may even add on a vacation component to their trip.

Tourists whose primary motivation is leisure, in turn, can be subdivided into many types. One approach categorizes leisure travelers into 12 groups:

- **History buffs** primarily desire to learn about a destination's past. They see travel as a way to experience what they've studied and read about.
- **Culture-seekers** are fascinated by different ways of life. They're intrigued by how other people express their culture via distinctive customs, food, art, and so on.
- **Ethnic travelers** are like culture-seekers, but they wish, above all, to explore the culture from which their *ancestors* came.
- **Religious pilgrims** seek an experience tied to their spiritual beliefs.
- **Environmental travelers** are drawn to scenery and the beauty of places. Two important subsets: "ecotourists," who wish to see places, such as the Brazilian rain forest, where flora and fauna are endangered; and campers, who like to experience a natural place (though it might be from a well-insulated RV).
- **Recreational travelers** wish to participate in such "mass-appeal" sports as golf, tennis, or skiing.
- **Adventure-seekers** prefer more demanding and hardy sports or activities, such as white-water rafting, surfing, mountain hiking, or diving—frequently in off-the-beaten-path places. Their tastes can even run to true physical challenges, such as mountain climbing or parasailing. This is called "hard" adventure travel, in contrast to more mainstream "soft" adventure tourism.
- **Entertainment-seekers** are drawn to activities such as dancing, partying, gambling, and attending night-club shows. Their tastes can also run to more "serious" entertainment, such as theater and concert performances.



Marketplace at an exotic vacation site—Jamaica.

H. ARMSTRONG ROBERTS

- **Shoppers** love to buy things on trips and are perhaps a subset of the previous categories, since they view purchasing as entertainment or adventure.
- **Sensual travelers** wish to indulge their senses via, say, gourmet dining, sunbathing, or staying at a spa.
- **Status-seekers** travel to trendy, often expensive destinations and sometimes bring back significant purchases. They define themselves—both to themselves and to others—by the places they visit.
- **Interpersonal travelers** voyage primarily to socialize and meet people. An important subcategory: people who travel to visit family and friends—and often stay with them. Surprisingly, this motivation accounts for the largest number of personal trips.

As you read this listing, did you think of a place that fits each kind of traveler? Did you think of someone you know who is the “type” described? Good, you’re already thinking like a true travel professional. And did you imagine individuals who combine the traits of several or many categories? Great, because most people do travel for multiple reasons, even though one *primary* motivator may control their destination choices.

## You Must Know the Individual Client You Are Serving

Imagine, now, that you are a travel agent. You do understand what kind of client favors a place. But are you able to identify that type of client when he or she comes to you for advice? In sales, the act of analyzing a client’s needs and wants is called **qualifying** or **interviewing**. This is usually achieved by asking open-ended questions, called **probes**. Asking the right questions and listening carefully to the client’s answer is the key to effective qualifying.

What kind of questions will you ask? At first, of course, you must determine the basics, such as name, possible destinations, dates, budget restrictions, and so on. But then, you can probe, for example, to find out what the person does for a living. That might provide a clue. A college history professor, say, might really enjoy the thought of going to Europe, but an Orlando vacation might leave him or her cold. Other possible probes: “Is your trip for business or pleasure?” (Business clients usually have much more focused travel plans.) “Are you an active outdoor

person?" "Do you like adventurous places?" "Is this a family vacation?" "What was your favorite vacation and why?" A good way to probe is via contrasting questions: "Do you want to rest on your vacation or be active?" "Do you want to visit someplace exotic or a more familiar kind of culture?"

Note that such questions help you determine what client-type you're dealing with—an essential step to match client needs with your recommendations. Failing to do so can lead to a client/destination or client/service mismatch—something sure to lead to dissatisfaction, complaints, or worse.

Several points bear discussion:

- Don't expect people who are thinking about a vacation to know exactly where they want to go. One study concluded that half of all travelers start out with only the vaguest idea of where to spend their vacation. The others **do** have a rather specific destination in mind, but they hope that you, as a travel professional, will do the work of efficiently assembling the trip for them and perhaps enhance it through your in-depth knowledge.
- A person's primary motivation can change from one trip to the next. On one vacation, Mr. Jones may want to visit every major museum in Europe, but on the next he'll want to kick back at an isolated beach resort.
- Qualifying should be limited to productive minutes; it shouldn't be an excuse to gab.
- Always review a client's needs with him or her before going on to make your recommendations. This tests whether you understand the client's needs and permits the client to add anything forgotten.
- When recommending, explicitly describe how a destination satisfies the client's wishes. It's not enough to say, "The Cayman Islands is where I think you should go." Put it this way: "You wanted to do some diving, not travel too far, and go in April. The Caymans have great diving, are only a two-hour flight away, and usually have great weather in April."
- Your recommendations should also convey a sense that you know the place intimately. Travelers realize that a travel professional can't have visited every place on the globe. But they **do** hope that in the absence of actual experience, you still "know your stuff," that you have the equivalent of first-hand experience.

## You Must Be Ready to Answer a Client's Misgivings

Your descriptions of a place may be so powerful that to close the sale right there will be easy. But sometimes matching a client to a place isn't enough. Fears, either rational or emotional, may stand in the way: "A trip to Tokyo sounds great, but how will I be able to communicate with the Japanese?" "I'd like to go to New York City, but isn't it awfully expensive?" "An African wildlife safari sounds wonderful, but isn't it dangerous?"

Faced with such objections, a travel professional, when appropriate, provides sales-building responses, or **counters**. You should tell the client who worries about communicating in Japan that many of Tokyo's tourist-industry personnel speak some English. You should recommend less expensive hotels or weekend hotel packages to your New York-bound clients. An African wildlife safari is less intimidating if you counsel your client to travel as part of a tour offered by a reputable tour operator.

To allay misgivings isn't always the proper approach. Sometimes the objections a client brings up are so valid—say, the country really *is* dangerous or is totally inappropriate for that client—that you must say so and counter with a

completely different destination. To simply dismiss an objection without thought is unprofessional, unethical, and could even trigger a lawsuit later on.

## You Must Search For Opportunities to Increase Profits

Three general strategies permit you to increase your profits from a client's trip:

- **Selling-up** allows you to improve the quality of the client's vacation while generally increasing your profits. Some examples: superior-category hotel rooms, first-class seats on a flight, a full-size car rental instead of a budget one, a longer FIT for your client. (FIT stands for foreign independent travel, but it often refers to any itinerary created from scratch.) Always start by recommending the best product that is reasonably appropriate to your client's needs, then work down. To start with budget recommendations and work up is a poor sales and service approach.
- **Cross-selling** requires you to offer allied services to your client. Many people walk in wanting you to book only their flight. They haven't thought about anything else; they may even wait until they get to their destination to set up other services. This deprives you and your employer of potential income and your client of possible savings or convenience. Always offer to book hotels, car rentals, train trips, theater tickets, city tours, meal plans, boat charters, travel insurance, airport-to-hotel transfers, and whatever else seems appropriate. Underscore the benefits of these services to your client's vacation plans. And point out the advantage of booking these things in advance.

Cross-selling is much more simple than it used to be: Computers now allow you to access and book all sorts of services. Further, **all-inclusive packages**—combinations of services that can be booked with one call—have made cross-selling easy. Independent tour packages, escorted tours, Club Med-type resorts, and cruises enable you to draw commission from virtually everything your client does, including eat and drink.

- A **follow-up** conversation with a client enables you to find out how a trip went. It can also deepen your destination knowledge. For example, a client could return from St. Martin and tell you that he really had to rent a car to get around the island. In the future, you will know to recommend a car rental to a St. Martin-bound tourist. Follow-up also cements the client-seller relationship, offers an opportunity to make amends for problems experienced during the trip, and opens the door to selling future trips to the client.

Are cross-selling, selling-up, or a follow-up sale manipulative? They can be, but only when you pressure someone into buying something he or she doesn't want or shouldn't have. Often clients walk into an agency with vague, low, or unrealistic limits on what they want. Your job: to focus their plans, to suggest ways to genuinely improve their vacation, and perhaps even to save them a few dollars (since services arranged in advance or as part of a package are often less costly).

## How Other Travel Professionals Sell Places

The five sales and service tactics we've examined address the needs of a travel agent. But if you're contemplating some other career in the industry, these sales techniques will work for you, too:

- Airline reservationists can sell-up a caller to business class.
- A car rental representative can suggest a full-size car.
- A cruise activities director may offer land excursion tours.

- A hotel clerk or concierge can make shopping, restaurant, and nightlife arrangements in a town.
- Flight attendants often answer questions about that flight's destination or explain the many places to which their airline flies (a key consideration for members of frequent-flyer mileage programs).
- A tour conductor relates all sorts of facts about the cities the tour will visit.
- An incentive trip planner can show a corporate client how certain add-on activities will enhance their employees' experience.
- A representative from a convention and tourist bureau can show an audience how their destination fulfills their expectations.

To try your hand at matching client-types to destinations, turn to page 23 and do Activity 1.

So, the ultimate purpose of both sales and service in the travel field is this: to create the perfect match between the desires of a client-traveler and the assets of a place. But to do this, you must not only love places, you must *know* them.

## GEOGRAPHY—THE GREAT UNKNOWN

Gil Grosvenor, the president of the National Geographic Society, tells of a couple who once told him that they might be taking a cruise to Las Vegas, a completely desert-bound city. Writer S. J. Perelman relates that he once told a student that, on graduating from college, she should travel around the world. Her response: "I know, but there are so many places I'd rather see first!" Travel agents have made embarrassing mistakes, too. A traveler was once found wandering around Oakland, California, airport, asking where the New Zealand immigration officials were. His travel agent had mistakenly booked him on a flight to Oakland, instead of Auckland, his intended destination.

A *USA TODAY* poll discovered that one of seven Americans can't find the United States on a world map. One of five is unable to identify a single country on a map of Europe. One of four can't find the Pacific Ocean, even though it covers one-third the surface of the globe.

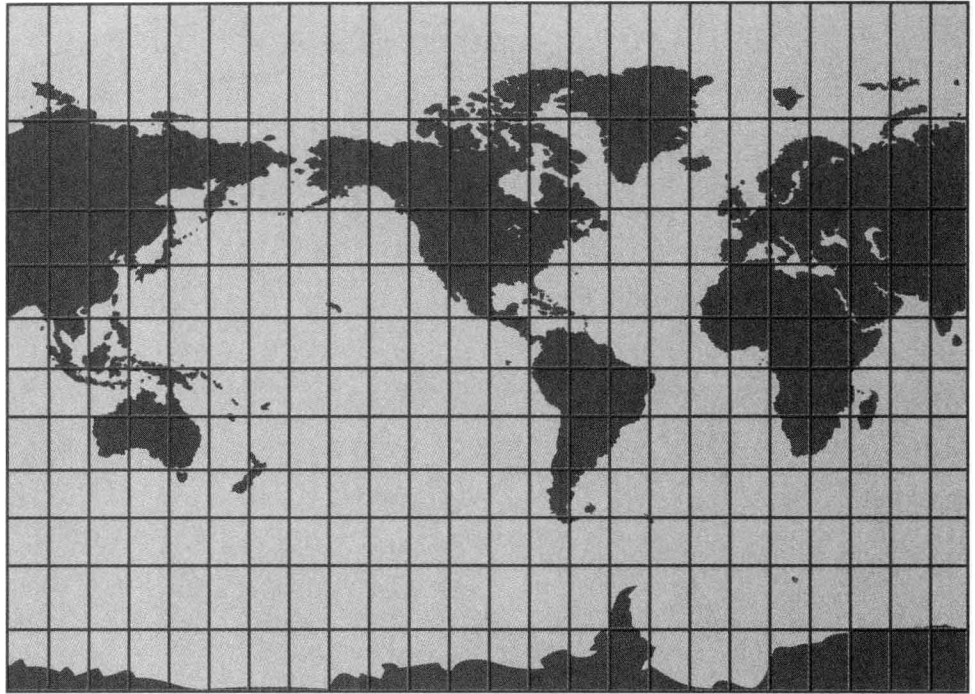
To be a person living in the twentieth century and to be ignorant of the world creates a rather shameful indictment of our education system. But to be a travel professional and not to know geography is something else. Would you trust a physician who didn't know anatomy, a builder who didn't know how to read blueprints, or a bank teller who didn't understand math? Should the general public trust travel professionals who can't read maps, who don't know that summer comes to Australia in December, or who book clients bound for the nation of Colombia to the city of Columbia, South Carolina? That has happened, too.

But you *can* make a difference. You can decide to know the world you sell. And it starts right now with a commitment to understand the underpinnings of travel geography itself.

### The Kinds of Maps

Maps are the blueprints of travel. Dozens of types of maps exist; here are the ones travel professionals work with the most:

**Flat Maps.** Standard flat maps are those we're most familiar with. They come in many varieties: Mercator projections (see Figure I-1), stereographics, mollweides, lamberts (don't worry about these labels).



**FIGURE I-1** Mercator Projection

Because you can't flatten out our curving earth, flat maps are all somewhat distorted, especially when the whole world is displayed; extreme northern and southern areas may become grossly magnified. In Figure I-1, a typical map, Greenland appears larger than the United States. In reality, the United States is more than four times larger than Greenland. Remember: Maps that can lie flat, lie.

Flat maps mislead in a second way. If you draw a trip on such a map as a straight line—which seems logical—you'll be making a grave error. On most flat maps, the shortest distance between two geographic points should be traced out as a *curved* line (often called a great circle route and always arcing toward polar regions). The shortest route from Los Angeles to Cairo might appear, on a flat map, to be on Alitalia Airlines via Rome or Paris. But if you look at a polar routes map (see Figure I-2 on page 8), or trace the route on a globe, you'll see that going on Finnair via Helsinki will be a bit shorter. Another surprise: From New York, the shortest way to Bangkok, Singapore, and Beijing is via Helsinki. So when looking at world maps, remember that curved routes are usually the most direct.

**Route Maps.** These are useful reference tools. Each airline often distributes a map that shows all the routes that it flies. This can be a handy visual aid if you're trying to keep a client on one airline for a trip, either for fare reasons or to help build up frequent-flyer miles. AAA also produces superb route maps, including some that give car traveling times between major cities.

**Globes.** Even though globes are awkward to use and lack detail, they're the most accurate maps around. Keep one handy. They're fun to play with and often help you plot intricate itineraries.

**Locator Maps.** These are often found in travel industry reference books. Representing a small area, say, a city, they help you find the locations of attractions and hotels. Locator maps indicate places through a grid of numbers and letters rather than with the degrees of a conventional map (see Figure I-3 on page 9).

**Mental Maps.** A mental map represents the way you picture geography in your mind. A deceiving feature of mental maps: The farther away a destination is, the more simple, closer together, and more error-prone those features mentally become. For instance, a client who has never been to Europe may imagine that he

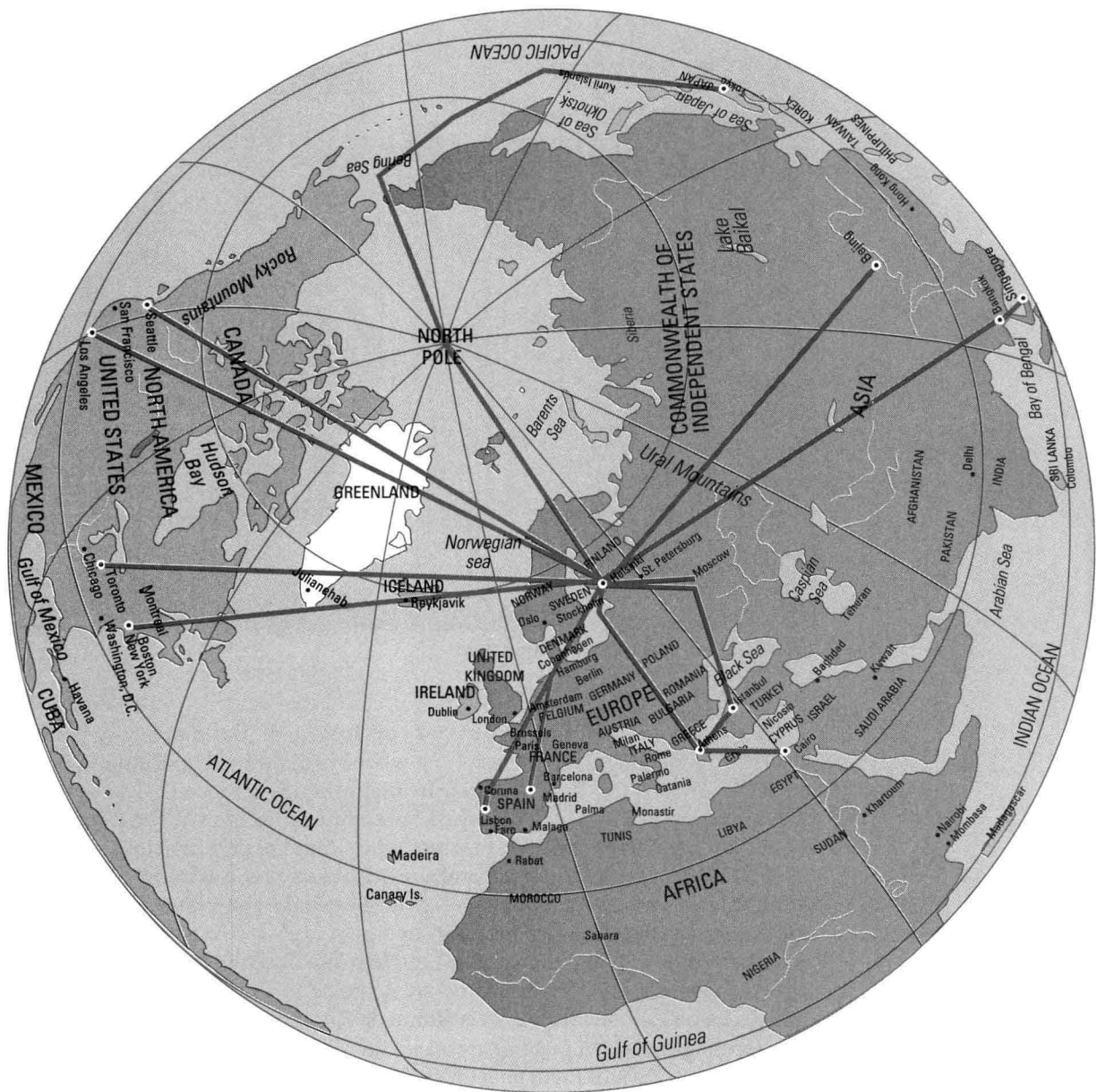


FIGURE I-2 Polar Routes

Source: Courtesy of Finnair

or she can drive around and see most of its major cities in a week or two, that Paris is a day's drive from Rome, that a cruise on the Danube takes only a few days. In reality, Europe is bigger than the entire United States, Rome is nearly a thousand-mile trip from Paris, and the Danube is so long that most cruises last more than a week. For a well-known, amusing illustration of what a distant place seems like mentally, see Figure I-4 on page 10.

## Other Map Considerations

Several other map-related components have an impact on a travel professional's sales experience.

**Hemispheres.** Everything north of the equator is called the **Northern Hemisphere**, and everything south, the **Southern Hemisphere** (see Figure I-5 on page 10). Seasons in the Northern Hemisphere are familiar to us: January comes in winter, and July in summer. But in the Southern Hemisphere, January has summer

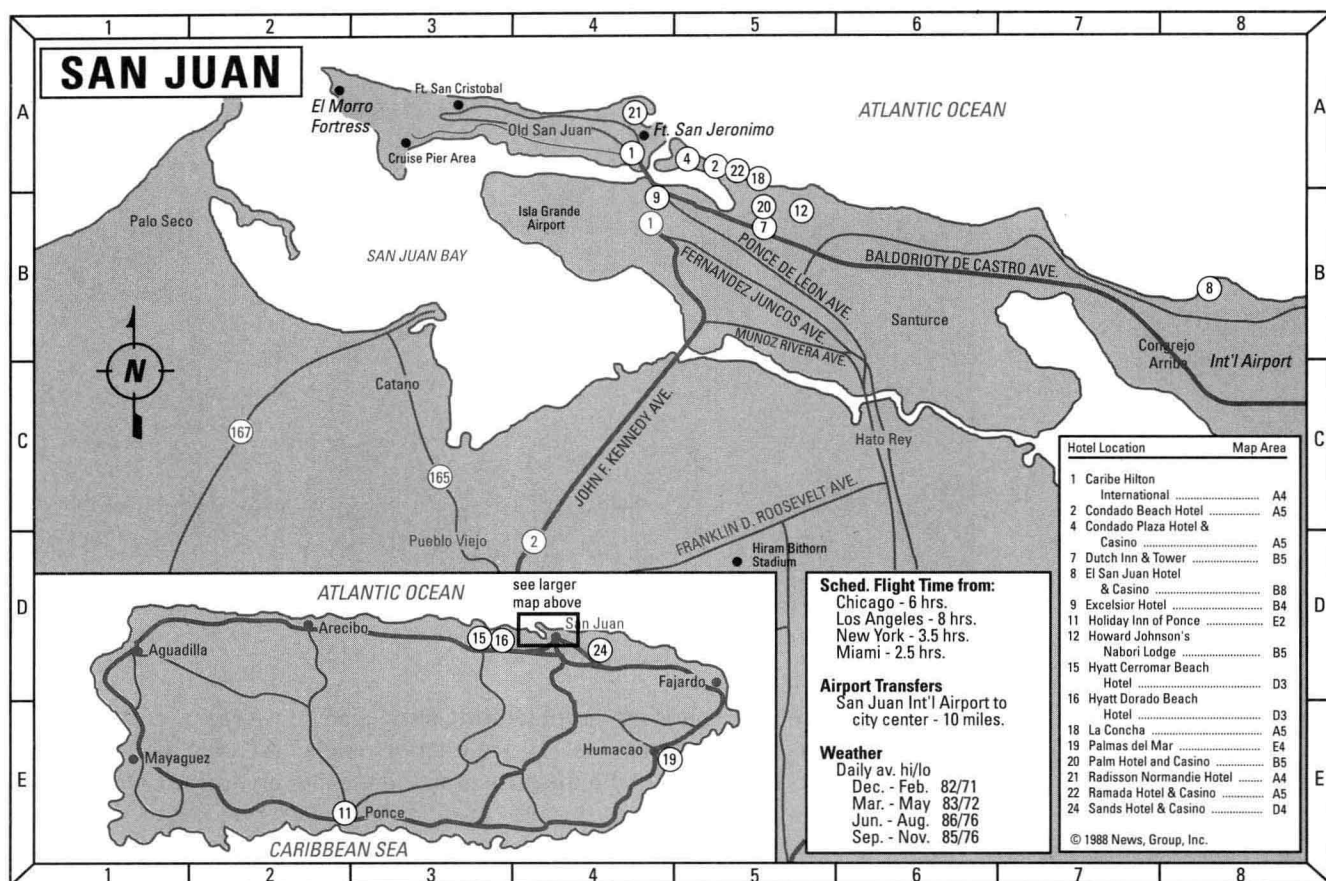


FIGURE I-3 Locator Map San Juan, Puerto Rico

Source: Copyright 1993, Hotel and Travel Index/Reed Travel Group

weather, July, winter weather. When selling clients a Southern Hemisphere destination, keep these reversed seasons in mind. Remember, too, that the world is also often divided into a **Western Hemisphere** (North and South America) and an **Eastern Hemisphere** (everything else).

**Latitude.** Latitude is the distance measured north and south of the equator (expressed in standard geography as degrees). The farther away from the equator your destination, the greater the variations will be between seasonal temperatures and between hours of night and day.

For example, Point Barrow, a north-shore Alaskan town at a **polar latitude**, is an intriguing destination for clients in June and July. Why? Because it's when temperatures there are warmest and daylight is longest. Indeed, the summer midnight sun is a unique attraction. But December and January would be a terrible time for a Point Barrow visit, for darkness and bitter cold prevail. Remember that these seasonal days are exactly the opposite in the Southern Hemisphere: A trip to Antarctica, an exotic and increasingly popular journey, would be best in December or January, worst in June or July.

As one gets closer to the equator, seasonal and daylight differences become less pronounced. For instance, Nairobi, Kenya (in Africa), sits just south of the equator. Unlike Point Barrow, where the average temperatures fluctuate more than seventy degrees between summer and winter, Nairobi—at a **tropical latitude**—sees a yearly fluctuation of only about eight degrees and minimal variation of daylight. Areas between tropical and polar latitudes are called **temperate latitudes** and have neither pronounced nor minimal variations. Because of the absence of extremes, most major industrialized nations lie within this temperate zone.