

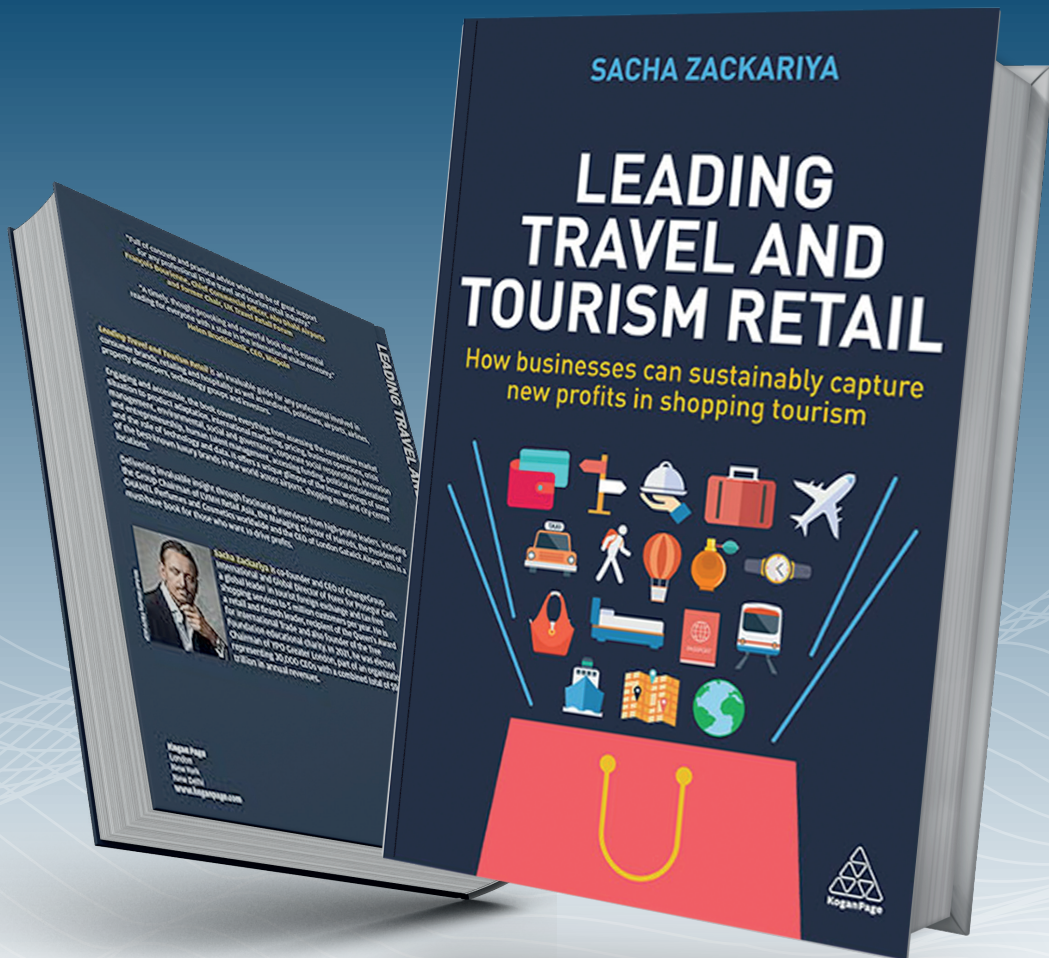


**Change
Group**



**PROSEGUR
CHANGE**

Teaching Guide



5.0 ★★★★★

126 ratings

Delivering Results

To assist you engage and drive outstanding results from your students, this Teaching Guide has been created to use alongside the book “Leading Travel & Tourism Retail: How Businesses Can Sustainably Capture New Profits in Shopping Tourism” published by Kogan Page, 2023.

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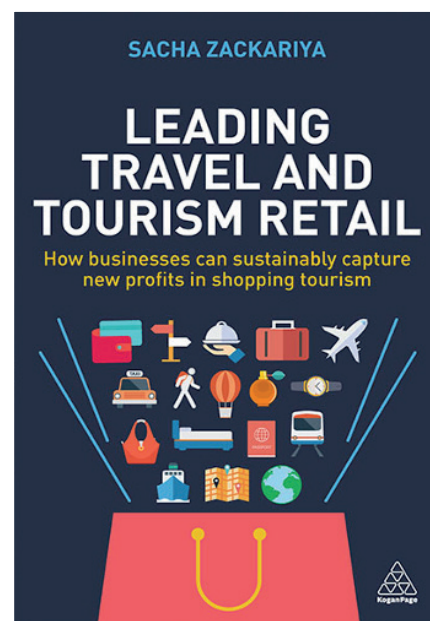
Introduction

Well done for driving high standards for education and skills development in the travel, tourism, and retail sectors, an industry that represents 10% of global GDP and where 1 in 4 of all new jobs globally will be created in the next decade. Until now, very little has been written about the giant Travel & Tourism Retail sector. Indeed it is only recently that research conducted by the Hong Kong Polytechnic University in conjunction with WTTC and the Bicester Village Collection demonstrated that 6% of global GDP is generated by Retail Tourism.

“Leading Travel and Tourism” takes a deep look at this vital sector and is methodically researched in conjunction with ChangeGroup and Prosegur Change (a global leader in tourist currency exchange, shopping tax refunds and ATM services), using a specially commissioned customer survey of 23,008 people, 500 shopper interviews, 1000 academic papers and article reviews, data from Oxford Economics, Harvard University, Insead and 40+ in depth exclusive interviews with high profile CEOs and politicians. It provides a 360-degree view of the sector and how companies and managers can be more successful and sustainable. Each chapter of the book is summarised in a helpful way. We can also provide students with a 20% discount voucher from the publisher’s website. The book is also available on Amazon, where it has already received 120 five-star reviews in just 4 months.

The book is engaging and answers the key questions about why this sector is so different, and how it impacts retailing, manufacturing, entrepreneurship and many other aspects of the business world. It will help your students to see real-life business examples and the latest insights, backed up with academic rigor and frameworks. Introducing students to the world of travel and tourism retail can be an exciting and enriching experience.

This guide aims to provide teachers with strategies and activities to promote reading and active learning from a new book on this subject. By fostering a love for expanding students’ knowledge of the industry, we can empower them to explore new horizons and develop valuable skills. Let’s dive in!





5 E's Lesson Planner

5 E's Lesson Planner

Essential Question:

Why are international shopping behaviors different from when people shop domestically and what strategies does the author suggest for success in the travel and tourism retail industry?

THREE Examples of how students can show deeper understanding:

A Project Presentation
Students could prepare a presentation where they analyze a successful travel and tourism retail business, identifying the strategies this business uses in alignment with the ones suggested in the book.

B Role-play/Simulation
Students could engage in a role-play or simulation exercise where they implement the strategies discussed in the book in a hypothetical scenario.

C Sustainability App
Students can use their entrepreneurial skills to create an app that improves sustainability in the Travel & Tourism Retail sector.

Note: see below for both detailed instructions and a rubric on how to score the results.

Lesson Phase	Engage	Explore	Explain	Elaborate	Evaluate
Lesson Plan	<p>Activity: "Travel Reflections"</p> <ul style="list-style-type: none"> Ask students to reflect in class or in groups, on their personal travel retail experiences or aspirations. Specifically how is their shopping behaviour when they are abroad different from shopping at home? Create a KWL "Know-Want to Know-Learned" chart on the board. Have students list what they already know about travel and tourism retail, what they want to learn, and what they have learned after reading the book. 	<p>Activity: "Interview Highlights"</p> <ul style="list-style-type: none"> Provide students with the selection of quotations from the interviews in the book (see later in this guide). Organize students into pairs or small groups to analyze the excerpts. Ask them to discuss the main ideas, interesting insights, and potential questions that arise from the interviews. Facilitate a class discussion to share and compare their findings. 	<p>Activity: "Understanding the Travel and Tourism Retail Industry"</p> <ul style="list-style-type: none"> Conduct a mini-lecture or presentation to provide an overview of the travel and tourism retail industry. Highlight key concepts, trends, and challenges in the sector. Relate the content to the interviews in the book Consider how the entertainment industries, the political landscape, ESG issues, need for retailers to accept cash payments, and how use of technology is and will affect the travel and tourism retail sector 	<p>Activity: "Interview Analysis"</p> <ul style="list-style-type: none"> Assign each student or group one or two interviews from the book. Instruct them to read the interviews thoroughly and analyze the content. Encourage students to take notes on significant points, unique perspectives, and connections to the broader themes of the industry. Have students prepare a short presentation summarizing the key takeaways from their assigned interviews. 	<p>Activity: "Industry Leader Panel Discussion"</p> <ul style="list-style-type: none"> Organize a panel discussion with students assuming the roles of industry leaders featured in the book to present their perspectives on industry challenges, innovations, and future trends. Evaluate student participation, depth of analysis, and ability to provide evidence-based arguments during the panel discussion.



Project Presentation Exercise

A. Project Presentation Exercise

Students could prepare a presentation where they analyze a successful travel and tourism retail business, identifying the strategies this business uses in alignment with the ones suggested in the book. Here's a detailed set of instructions:

1. Introduction:

- Begin by introducing the purpose of the presentation, which is to analyze a successful travel and tourism retail business. Choose a business either from the book *Travel & Tourism Retail* or another business that they find interesting and has a track record of success.
- Explain the importance of understanding successful businesses in the industry and the relevance to the course or subject.

2. Research

- Consider factors such as customer satisfaction, cultural differences, revenue growth, market share, Environmental /Social/ Governamnce, unique selling propositions, and innovations.
- Explore the company's background, history, mission, vision, and values.
- Analyze the business's target market, products or services offered, pricing strategies, marketing and promotional activities, and competitive advantages.

3. Presentation Structure:

- Advise the students to structure their presentation in a logical and organized manner.
- They should include an introduction, background of the business, SWOT analysis, business strategies, financial performance, customer satisfaction analysis, and a conclusion.
- Encourage them to use visuals such as charts, graphs, and images to enhance their presentation.

3.1. SWOT Analysis:

- Conduct a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the selected business.
- Use various sources of information, such as financial reports, industry analysis, and customer reviews, to support their analysis.

3.2 Business Strategies:

- Examine the business strategies implemented by the company.
- They should identify and analyze key strategies related to marketing, customer service, product differentiation, different payment type acceptance including cash, corporate partnerships, technology adoption, and expansion.

3.3 Financial Performance:

- Analyze the financial performance of the business.
- Instruct them to examine key financial indicators such as revenue growth, profitability, liquidity, and solvency.
- Encourage them to compare the business's financial performance with industry benchmarks or competitors to assess its relative success.

3.4 Gap Analysis:

- Looking at the strategies in the book *Leading Travel & Tourism Retail*, what are some of the areas where the business could improve? What specific tactics highlighted in the book might apply? E.g. sustainability, communication with diverse customer groups, overseas expansion, preparation for unforeseen events (next Covid type pandemic or global recession) etc....
- Encourage them to provide recommendations for improvement or areas where the business could further excel.
- Try to assess if the business has the resources (people, products, money etc...) to effectively implement these improvements

7. Project Presentation Delivery in Class:

- Time allocation for each presentation of 15 minutes plus 5 minutes for Q&A
- Encourage students to actively participate, ask relevant questions, and provide constructive feedback to their peers.

Evaluation Rubric for the Project Presentation on the material (students might want to see this before they work on the project):

Research (30 points)	Assess the quality and extent of research conducted by the student. This includes evaluating the variety and credibility of sources used and determining if the student has gathered sufficient information to support their analysis.	
Organization (20 points)	Evaluate the overall structure and organization of the presentation. This includes assessing the logical flow of ideas, clarity of sections, and the effectiveness of the introduction and conclusion. The presentation should be well-structured and coherent.	
Gap Analysis (20 points)	Evaluate are the strategies suggested relevant, will they yield meaningful results for the business? Are they achievable?	
Visuals (10 points)	Are the use of visuals to support the content engaging? The visuals should be well-designed, relevant, and effectively enhance the presentation. The teacher should also evaluate how effectively the student utilizes visuals to convey their message.	
Delivery Skills (20 points)	Evaluate the delivery skills of the student, including their confidence, engagement, eye contact, voice clarity, and body language. The student should demonstrate effective communication skills and engage the audience throughout the presentation.	
		/ 100 points



Role-play/ Simulation Exercise

B. Role-play/Simulation Exercise

Students could engage in a role-play or simulation exercise where they implement the strategies discussed in the book in a hypothetical scenario. Here is step-by-step guide for students to complete the role-play/simulation assignment:

1. **Understand the Strategies:**

Thoroughly read the book and understand the strategies suggested for success in the travel and tourism retail industry. Make notes on key points and details. How do the strategies deal with factors such as customer satisfaction, cultural differences, revenue growth, market share, ESG, unique selling propositions, and innovations.

2. **Create a Scenario:**

Develop a hypothetical scenario or case study involving a travel and tourism retail business. This could be a new business launch, a strategic shift for an existing business, or the introduction of a new product or service or how to deal with a seismic external issue such as supply chain disruption, countrywide card payment systems failure for 3 days or temporary halt to international travel. (all these scenarios have occurred in real life so they can research some of the impacts)

3. **Assign Roles:**

Each student (or group of students if this is a group assignment) should assume a role within the hypothetical business. Roles could include CEO, marketing director, operations manager, etc.

4. **Implement Strategies:**

Using the strategies outlined in the book, each student should determine how their role would contribute to the successful implementation of these strategies within the business.

5. **Document Actions:**

Students should write down their actions, decisions, and the reasoning behind them as if they were keeping a log or journal of their activities within the role-play.

6. **Role-play Session:**

Conduct a role-play session where each student (or group) presents their strategy implementation and the group discusses and gives feedback.

7. **Reflection:**

Following the role-play, students should write a reflection detailing what they learned from the exercise, what worked, what didn't, and how they would adjust their strategies in a real-world setting based on their experiences.

Remember, this is a learning experience, so encourage creativity and critical thinking. The goal is not just to apply the strategies from the book, but to understand their practical implications and potential outcomes.

Evaluation Rubric for the Role Play / Simulation (students might want to see this before they work on the project):

This rubric emphasizes understanding and applying the book’s strategies in a practical, real-world context, which seems to be the main goal of your assignment. Students are also rewarded for creating a realistic scenario, understanding their role, and reflecting thoughtfully on their experience.

Scenario Creation (20 points)	Is the scenario realistic and detailed? Does it provide enough background information to give context for the strategies?	
Role Understanding (15 points)	Does the student clearly understand their role and its responsibilities within the hypothetical business?	
Strategy Implementation (25 points)	Did the student accurately apply and adapt the strategies from the book to their scenario? Did they explain their decisions and provide reasoning for their actions?	
Real-World Application (30 points)	Does the student demonstrate an understanding of how these strategies would work in a real-world setting? Do they acknowledge potential challenges and propose realistic solutions?	
Reflection (10 points)	Does the student’s reflection show a thoughtful analysis of their learning experience? Do they identify what worked, what didn’t, and how they would adjust their strategies in the future?	
		/ 100 points



Sustainability App Exercise

C. Sustainability App Exercise

Students can use their entrepreneurial skills to create an app that improve sustainability in the Travel & Tourism Retail sector. Task:

1. Identify a Problem

Find a sustainability issue in the travel and tourism retail sector. This could be related to product design, manufacturing, waste management, lifetime useability of the product, how products are sold in a retail, how to differentiate sustainable products vs non-sustainable products, how to effectively market the value add that comes from sustainable products to prospective customers , local community impact or any other relevant area.

2. Create a Solution

Develop a concept for a mobile app (B2C, B2B or even C2C) that addresses the identified problem. For inspiration, look at potential solutions in the book Travel & Tourism Retail, and look at institutions which are already trying to tackle some of these issues.

3. Features

Outline the key features of your app.

4. Business Model

How will the app generate revenue while still promoting sustainable practices? Could it involve partnerships with eco-friendly businesses, advertisements, premium features, or something else?

5. Prototype

Use a prototyping tool like Sketch, Adobe XD, or Figma to create a basic design of your app. Showcase the user interface and user experience.

6. Presentation

Prepare a pitch for your app. Explain the problem, your solution, the key features, the business model, and show your prototype.

7. Reflection

Write a reflection on what you learned about sustainability in travel and tourism retail through this project.

This exercise will not only help students understand the challenges and solutions of sustainable practices in travel and tourism retail but also give them an entrepreneurial experience by conceptualizing a product and business model.

Evaluation Rubric for the App (students might want to see this before they work on the project):

<p>Section 1: Promoting Sustainability (40 points)</p>	<ul style="list-style-type: none"> • Manufacturing Sustainability: Does the app provide information or tools to businesses on sustainable manufacturing practices, such as resource conservation, waste reduction, or renewable energy adoption? • Recycling Initiatives: Does the app promote and facilitate recycling efforts in the retail sector, such as providing information on recycling centers or offering incentives for recycling? • Social Media Promotion: Does the app encourage businesses to use social media to promote the benefits of higher-priced sustainable alternatives without dictating specific choices or brands? • Education without Prescription: Does the app provide educational resources and information on sustainability in retail production and consumption without prescribing specific solutions or endorsing particular products? • Collaboration Opportunities: Does the app facilitate collaboration between businesses and consumers? 	
<p>Section 2: User Experience & Innovation (30 points)</p>	<ul style="list-style-type: none"> • Intuitive Design: Is the app easy to navigate and use? • Visual Appeal: Does the app have an engaging and visually appealing interface? • Responsiveness: Does the app respond quickly and smoothly to user interactions? • Consistency: Is the app's design consistent throughout different screens and features? • Accessibility: Does the app consider the needs of users with disabilities? • Unique Features: Does the app offer unique and innovative features that set it apart from existing apps? • Creative Design: Does the app showcase original and imaginative design elements? • User Engagement: Does the app encourage user participation and engagement through interactive elements? 	
<p>Section 3: Business Model and Viability (30 points)</p>	<ul style="list-style-type: none"> • Market Analysis: Has the app considered the target market for the app? Is there a demand for such an app? • Revenue Generation: Does the app have a clear and sustainable revenue model? Are there multiple potential sources of income? • Monetization Strategies: Does the app offer in-app purchases, subscriptions, advertising, or other monetization methods? • Scalability: Is the app designed to scale and accommodate a growing user base? • Competitive Advantage: Does the app have a unique selling proposition that sets it apart from competitors in the market? • Longevity: Is there a plan in place to ensure the app's long-term success and viability in the ever-changing app market? 	
		<p>/ 100 points</p>



Quotations for Class Discussions

The following are some of the key quotations in the book from interviews with Sacha. They have been selected to provide a diverse range of illuminating viewpoints and thoughts that can be used in small groups or as part of a wider discussion in class. By enabling students to express their own opinions on the quotations and to expand upon the topic, students can really get deeper in the subject area. See the 5 E lesson plan for more details.

1. Sir Tony Blair, former British Prime Minister, UK

"In a crisis...the leader has to ask the right questions"

"Travel & Tourism Retail is a vital part of creating a more peaceful as well as prosperous world...we learn how others live and we see how humanity has so many ties – economic, social and spiritual"

2. Pierre-Hugues Schmit, Chief Commercial & Operations Officer at Vinci Airports Group, France

"Retail <at airports> represents half of all non-aeronautical revenue"

"If airports are one of the key places where customers really engage physically as opposed to be being online, then ... open our airports to more blended between F&B and retail and to keep innovating the experience"

3. Ravi Thakran, Group Chairman of LVMH Asia, Singapore

"The store has to be a place that provides an experience, if it only provides a product, then e-commerce will eventually fairly easily replace it"

"Our brands are for aspirational people...never sell a product demand fully, never push your product, never go on sale"

"Dubai Mall is the number one mall in the world, but it is still below the whole of Dubai airport, so travel retail is huge"

"Good retail, whether it is offline or online is thriving, and bad retail, whether it is offline or online is dying"

4. Michael Ward, Managing Director of Harrods, UK

"We hold business events for individuals who introduce us to their top-tier clients in China or the Middle East who resonate with our brands"

"It makes an extraordinary difference to be targeted in who you are selling to and to know what those customers want"

"We actually invest in the brands of tomorrow...we have developed over 1,000 brands"

5. Jacques Stern, CEO of Global Blue, Switzerland

"The market exceeds US\$ 3.5 billion of vat refund in the world and...almost all countries that have VAT or GST have a system of tax refund <for international shoppers> "

"Galeries Lafayette Department Store in Paris...more than 50% of their business is coming from international travelers"

6. Vasiliki Petrou, CEO of Unilever Prestige, UK

"Consumers crave...to be educated, to connect to explore or to be entertained"

"The perception of skincare has changed – it's <seen as> healthcare now"

"It's about having diversity of thought at the board table – if you have the same people time and again you will always create the same output"

7. Andrea d'Avack, President of the CHANEL Foundation, France

"Fast fashion is one of the most polluting industries; it is cheap fashion that is thrown away. Luxury products are more controlled throughout the production cycle and those garments have a much longer life"

"Counterfit goods do not have the same quality standards, nor environmental standards, nor provide the same factory working conditions, and that hurts everyone"

8. Pallak Seth, CEO of PDS Apparel Manufacturing, India

"Many retail conglomerates are EBITDA positive, but their profit after tax is negative because the owners have taken most of the equity out and levered them up with lots of debt"

"I sometimes feel that I have become a banker now, funding operations by effectively lending out stock to retailers and waiting to collect money from them."

9. Louis de Bourgoing, International Chairman of WHSmith, UK

"Today airports are much less about duty free and more about convenience and quality of marketing...you have to adapt <design of store and product> locally."

"Training of staff is key because in five minutes customers have to feel safe and secure buying something for \$300 or \$400. You cannot use a self-service checkout for that"

10. Jose-Antonio Lasanta, CEO of Prosegur Cash, Spain

"Credit card payment systems are almost entirely paid for by retailers...1.3% versus 0.2% for the cash systems for retailers"

"There is a big business of credit card fees with international travelers that many travelers try to avoid"

11. Dan Cockerell, former Vice President of Disney's Magic Kingdom, USA

"When a sales employee greets a guest, sales go up, just because the guest was recognized. This approach also mitigates loss <due to thefts>""

"We have team role-playing all the time on how to sell, creating situations with guests where the cast member gets to know the features of a coffee mug, the stitching"

and the pockets...and their technical skills to pair up-up products"
 "35-40% of our income <at the Magic Kingdom> is from retail sales...the retail aspect is part of the show, with costumes and an immersive environment"

12. Tine Arentsen Willumsen, CEO of Above & Beyond Group, Founder of The Diversity Council, Denmark

"especially at the highest levels of organisations...managers need to be trained in leadership that emphasises the advantages and benefits of a diverse and inclusive environment."
 "The female economy is now estimated to be as high as \$28trillion <globally>"

13. Paul Samuels, Executive Vice President and Hugo Brady, Vice President of AEG Entertainment Group

"Cities are attracted to our venues because when travelers come to see our events <e.g. Taylor Swift concerts or NBA games>, they spend significantly more on accommodation, retail and bars, and this is an economic boost to the area."
 "China of course is a huge market for both sports and entertainment"

14. Malik Fernando, Director of Dilmah Tea, MJF Hotels and Holdings, Sri Lanka

"We encourage customers to touch and smell and even taste the products...visit our tea plantations, watch and learn how the crop is harvested"
 "We started selling overseas initially and launched in Sri Lanka much later"

15. Jonathan Chippendale, CEO of Holition Technologies, UK

"We consider the technology channels of communication no different than any other marketing vehicle...to tell stories, brands are stories."
 "<today> brands no longer simply present a product line to the customer; the customer tells them what they want and what they should be designing. It used to be that brands pushed out content, now it is reversed"

16. Ben Zifkin, President of Hubba, Canada

"Most retailers are not that sophisticated. Even if they are they are challenged by not having data <to make future buying decisions>."
 "While Alibaba has been great at connecting manufacturers to brands and Amazon has been great at connecting to end consumers, there is a huge area in the middle – connecting brands to retailers."

17. Desirée Bollier, Chair and Chief Merchant of Value Retail, UK

"We attract guests ... familiar with the international superbrands but who is also motivated to explore the authentic design, culture, hospitality and emerging brands from the local region – something that he or she may not find at home nor online.
 "Millennials and Gen Z... look to luxury as a means of social advancement and self-differentiation"

"Guests on holiday...are open to exploring, to indulging, that means they spend more time discovering local culture and more time shopping"

18. Stewart Wingate, CEO of London Gatwick Airport, UK

"With people not being required all the time to work in offices, they are also taking longer trips and working from travel destinations"
 "<sustainability issues> are crucial given that people in the local area, our customers and regulators want aviation to have as low an impact as possible"

19. Craig Robins, Founder and Owner of Miami Design District Development, USA

"The best <retail> concepts are those where the brands do something interesting and special to express their unique creativity and style...the <Miami design district> goal has been to make the neighbourhood a must-see destination for art, architecture and design with incredible stores and cultural sites"
 "The digital lets you get to know the brand, but we still need the physical experience"

20. Taylor Safford, President and CEO of Pier 39, San Francisco, USA

"We actively participate in the community, serving on influential community boards and associations to ensure and promote the safety of its visitors, employees and tenants"

21. Frances O'Grady, Secretary General of the Trades Union Congress, UK

"Millions people are in insecure work <zero hour contracts> – many in retail ... the worry and exhaustion caused by not how you will live week to week leads to sick days caused by stress, lower productivity and demotivated staff."
 "<TheOECD> said that working with trade unions through collective bargaining could foster skills development and skills use in the workplace, and allow for the effective dissemination of good working practices while helping to promote a broad sharing of productivity gains"

22. Christine Comaford, Leadership guru and leading author of "Power Your Tribe", USA

"A great culture is where there is a lot of safety, belonging and mattering (SBM), where there is open clear and complete communication.. leaders model the company values and are also accountable
 "90% of our decisions are driven and dominated by our emotional brain, so its crucial to be on top of the emotional needs of our staff"

23. Baroness Nicky Morgan former Secretary of State for Digital, Culture, Media, and Sport, UK

"Globally tourism is such an important employer driver of investment in manufacturing supply chains that it will need lots of support in the coming years from governments around the world"
 "Fix the roof whilst the sun is out...prepare for a range of potential events"

24. Professor Ian Woodward at INSEAD, Singapore

"Throughout a crisis it is much better for your people to receive communication updates in frequent short bursts - long infrequent communication causes information overload, increased feelings of isolation and rumours fill the vacuum."

25. Professor Steve Jarding, Harvard University, USA

"Political leaders today tend to want to invest only in the immediate term so they can reap the political benefits while they are in office... it is vital we demand more of our political leaders"

26. Lesley Batchelor OBE, Director General of The Institute for Export & International Trade, UK

"The Germans have <the most effective export system> using their chambers of commerce - membership is mandatory so this means they can actually collectively help exporting businesses more effectively as they know what companies are doing in a new market, which in turn helps them offer really specific help."

27. Jason Holt, Chair of the Apprenticeship Ambassador Network, Chairman of Holts Group, UK

"When learners have three encounters with employers during their schooling, they are 85% more likely to do better in life"

"Retail has traditionally been particularly difficult to crack <solve> in terms of further education and apprenticeships - retailers have been reluctant to engage <with educational institutions>."

28. James Berkeley, Managing Director at Elice Consulting Ltd, UK

"Most <bonus> schemes merely lead to overpaid under/achievers. The key question for dynamic employers today is whether you are suitably equipped to be a poacher or poachee of the best sales talent."

29. Frederic Schreve, Managing Director at Oktave, Switzerland

"To make a memorable impact <in retail> there is a very simple formula EMPATHY + SURPRISE + EFFORT"

"Clients who feel delighted & authentically engaged are willing to spend 46% more than clients who feel just satisfied"

30. Thierry Lebeaux, Secretary General of ESTA, Belgium

"It is a fallacy to think that cash could only be a fallback to electronic payments when they are disrupted or fail for whatever reason: in order to work at times of crisis, cash has to work smoothly every day."

31. Julia Simpson, President & CEO of World Travel & Tourism Council WTTC

"<2019> Travel and tourism accounted for one in four of all new jobs and 10.3% of global GDP...it helped reduce poverty and contributed to socio economic development in some of the world's poorest countries"



Multiple Choice Quizz

Here are some multiple-choice questions and answers for a quick check if the students have read the book.

Hint – the questions are all based on the summaries at the end of each chapter.

Chapter 1: Growing Out of the Pandemic

What was the annual number of people traveling internationally in 2019 pre-pandemic? (one answer)

- A) 500 million
- B) 1 billion
- C) 1.5 billion
- D) 2 billion

Answer: C

Chapter 2: Let's Talk Luxury

According to LVMH, what is luxury not about? (one answer)

- A) Mass market
- B) Accessibility
- C) Rarity
- D) Aspiration

Answer: E

Chapter 3: Why Travel & Tourism Retail Has Become So Big

What are the key shopping items for travelers? (multiple answers)

- A) Groceries
- B) Souvenirs, purpose-driven items, and entertainment
- C) Clothing and cosmetics
- D) Electronics, Sporting goods and books

Answer: B, C, D

Chapter 4: Combat Your Competitors with ESG Differentiators

Which is an example of how can businesses use ESG (Environmental, Social, Governance) to compete with competitors? (one answer)

- A) By lowering product prices
- B) By reporting unethical practices of competitors
- C) By avoiding ethical supply chains
- D) By using more plastic in their products

Answer: B

Chapter 5: Encouraging Tourists To Spend Money

Which principle of influence suggests that providing free samples or product demonstrations can encourage spending? (one answer)

- A) Reciprocity
- B) Authority
- C) Consistency
- D) Liking

Answer: A

Chapter 6: Excellence in Customer Service

Why is it important to provide shipping services for international customers? (one answer)

- A) To reduce staff workload
- B) To encourage customers to buy more
- C) To make the shopping experience convenient
- D) To lower operational costs

Answer: C

Chapter 7: Experiences Are The New Product

What is the key driver why younger people are traveling more than previous generations? (one answer)

- A) To buy luxury products
- B) To own more things
- C) To experience new things
- D) To visit monuments

Answer: C

Chapter 8: Digital & Online Technologies

What technology is becoming the norm for helping customers decide where they are going and what activities they should focus their spending money on? (one answer)

- A) Virtual reality
- B) Augmented reality
- C) Artificial intelligence
- D) Blockchain

Answer: C

Chapter 9: Location, Location, Location

What does "MAG" refer to in terms of negotiating for airport locations? (one answer)

- A) Minimum Airline Guarantee - The minimum rent airlines must pay to airports
- B) Minimum Airport Guarantee - The minimum rent retailers must pay to airports
- C) Minimum Air-passenger Guarantee - The minimum number of passengers airports must guarantee
- D) Minimum Access Guarantee - The minimum number of stores in an airport

Answer: B

Chapter 10: Partner with Local and State Governments

What can city/state governments do to support retail businesses in tourist destinations? (multiple answers)

- A) Provide tax incentives for investors
- B) Promote monuments and tourist attractions
- C) Enforce strict regulations on retail prices and stocks
- D) Encourage protests and marches

Answer: A & B

Chapter 11: The Leadership of Change

What is one key factor that can lead to the failure of some business unit launches? (multiple answers)

- A) Inadequate leadership
- B) Lack of innovation or adaptation
- C) Lack of diversity of team members (including knowledge and experience)
- D) Natural disasters

Answer: A, B, C, D

Chapter 12: Preparing for Emergencies

What should businesses do to prepare for natural disasters? (one answer)

- A) Ignore them, as they are rare occurrences
- B) Have extra cash funding reserves
- C) Rely solely on government assistance
- D) Close everything down during emergencies, no matter the situations

Answer: B

Chapter 13: International Expansion

What is a crucial step when expanding a business internationally? (one answer)

- A) Ignoring local advice
- B) Avoiding cultural considerations
- C) Developing strong long-term relationships with key business partners
- D) Hiring a manager from the home country

Answer: C

Conclusion

October 2023



Dear Educator,

The world needs more people to come together in peace and desire for understanding, whilst at the same time creating jobs that empower people to have good livelihoods in a way that is respectful of the environment, that much is very clear. Whether you are at a university, corporate management training department or other establishment of learning, I hope this helps you make the unique material in the book more useful and result in better outcomes for you and your students in this very important, and fast growing sector of the global economy.

This Lesson Plan and accompanying three student projects provides a structured approach to engage students with the book on Travel and Tourism Retail and enhance their critical thinking, and presentation skills. By exploring excerpts, analyzing interviews, and participating in a panel discussion, students will develop a deeper understanding of the industry, its key leaders, some of the brands striving to make a difference, and how they as students can find their own entrepreneurial ways to create value for themselves and the companies they either build or work for.

I would like to especially acknowledge the excellent assistance of Chat GPT the artificial intelligence system in creating some of the questions and answers in this guide. Although I did not use AI systems when I wrote the book, I greatly believe that when used well, these types of systems can benefit businesses and the educational sector greatly. A key really is in developing our abilities (as both teachers and students) to framing the questions we want answered really well, and probing these large language models more deeply when we do get their initial responses. They can provide intriguing and useful insights.

I wish you great success in your endeavors, and feel free to reach out to me with any questions.

**Best wishes,
Sacha**

APPENDIX: Chapter Key Points

(as used in the Quizz)

Introduction & Chapter 1 Key Points: Growing Out of the Pandemic

- 1.5 billion people travelled annually pre-pandemic, spending more than \$9 trillion.
- In a crisis, make sure you use the best available people who can act fast
- Even if your contracts do not allow renegotiation, in major crises, it is in everyone's interest to find solutions
- Analyse and challenge statistics carefully, many governmental bodies and international consultancies made much more pessimistic forecasts going into and coming out of the pandemic than was the reality
- Ensure your competitors do not obtain benefits that you cannot have
- Trade associations are very important organisations in crises for ensuring your industry sector is properly represented and receives appropriate legislative and financial assistance
- There is a very strong demand for travel with great opportunities for retailers and hospitality. To really rejuvenate the sector requires businesses, financiers, local communities, and politicians to work together
- Airports and major landlords want innovation in the retail space with new products and services and to create new exciting experiences for customers
- It is possible to negotiate property contracts where the landlord or airport is responsible for the number of people coming to the location; however, they expect this risk-sharing to result in higher payments per customer.

Chapter 2 Key points: Let's Talk Luxury

- Luxury is a huge market, growing over €1.2 trillion and much of this spending occurs in a travel setting (LVMH, 2018).
- "Keep it a little rare," as LVMH tries to. Luxury is not about the mass market, but aspects of luxury can be attainable to many more 'aspirational' people than before.
- Airports are a vital part of luxury retailing and branding in many cities, especially in Europe and Asia.
- Some of luxury and travel retailing is contradictory to what is taught in business schools. For example, never sell entirely to a maximum product demand level, never push your product, and never go on sale.
- Look at your brands and products and seek what new premium ranges could be created as 'accessible super-premium,' 'old luxury brand extensions,' or 'mass prestige' lines.
- The successful premium retailer goes all-out, obsessing about the details. Staff are taught regularly about new products, their qualities and provenance, and how to improve their international cultural communication skills.

Chapter 3 Key Points: Why Travel & Tourism Retail Has Become So Big

- More and more consumers are now travelling due to lower-cost airfares, a wide variety of places to stay, and a desire to have meaningful experiences they can tell stories about.
- Retailers now have a wider range of travellers to cater to: young, old, varying religions, various

languages, business, honeymooners, families, and the list goes on.

- There is much money to be made from inbound travellers, but also outbound – as they prepare for their trip.
- Key different shopping needs for travellers include shopping for souvenirs, purpose-driven items such as a coat or bag, and the lure of
- entertainment and taking part in what the city has to offer.
- People often travel for FOMO (fear of missing out on experiences) and for JOMO (joy of missing out and needing a break from the rat race).
- People spend on ‘experiences,’ in other words, doing something they would not do at home, or because they have the time to spend selecting a
- handbag, a piece of jewellery, or another decision that requires thought which they wouldn’t have time for at home.
- Variations in prices are set internationally by manufacturers. Currency fluctuations and tax refunds can have a big impact on the end price to international shoppers and hence their purchasing behaviour.
- Use AI video systems to identify what types of people you are selling to currently vs who is walking outside your location. Use it to determine where the hot and cold areas are inside your shop as well.
- Use surveys to find out why they are buying, specifically, are they from abroad or if they live locally, do they intend to use their purchase abroad? If so, what can you stock to assist them further?
- Consider the 4Ps in relation to tourism: Products, Pricing, Place, and Promotion.
- Is there a better customer for you to target? A more lucrative client type?
- If something is not working, be open and proactive about changing it.
- Don’t think about going after every tourist – just a specific market segment that you can serve well.

Chapter 4 Key Points: Combat Your Competitors with ESG Differentiators

- Find out about your competition. Who they are and how they work. Get to know what you are up against so you can plan your USP accordingly.
- Report any illegal or unethical business practices you see from your competitors. They are downgrading your business sector, and you have every right to stop it. You do not want the customer to distrust your USP.
- Work with your competitors. Are there areas where you can promote your locations as a centre of excellence? Are there ways to advertise together? Are there ways you can recommend each other while still keeping your own business’s financial integrity?
- Use targeted ESG to fight your competition asymmetrically.
- If you have ethical supply chains, promote that to the consumer, and help them understand the difference between your products and unethical products; consumers value their own impact on the world, so help them by providing these product attributes!
- Dump plastic – not in the rivers and oceans, but instead stop using it as a component in your retail premises, products and packaging.
- Get your energy from sustainable sources, the investment in solar and geothermal pays back very rapidly, especially with fluctuating petroleum costs and supply uncertainty.
- Challenge hotels and restaurants about food waste – not everything can be donated to local food charities, but much of it can be. The farming and production of food that then goes to waste is a major contributor to greenhouse gas emissions.
- Applaud on social media positive behaviour by retailers, restaurants and hotels both personally and in your professional associations. Highlighting what is going right is an important step in making major industry wide ESG improvements.
- Make sure your ESG audits are meaningful if you want to improve your organisation and use it as a



differentiator.

- If you want the best products and services that comply with ESG from your suppliers, treat them well and pay on time. Big suppliers don't have to deal with you, they have other choices.
- If governments want more start ups and thriving entrepreneurial companies, begin by legislating that penalty interest must apply after 30 days for everyone.

Chapter 5 Key Points: Encouraging Tourists To Spend Money

- Tailor your product offering to the location of the tourist customer
- Price is not the determining factor in them making smaller purchases
- Make sure you are on Google My Business maps and that the information is accurate.
- Train your teams on the 6 Principles of Influence: Reciprocity, Scarcity, Authority, Consistency, Liking, and Consensus.
- Accept cash. Make sure you accept cash no matter what the banks or card processing companies want you to do.
- Encourage ATMs and currency exchange companies to open near your locations so you benefit from having customers with disposable cash in their pockets to use on impulse purchases.
- Consider offering loans via third parties rather than discounting
- Have a transfer of bank funds ability so they can avoid the cost of credit card conversions for costly items such as fine jewellery.
- For Chinese tourists, take Union Pay, Ali Pay, and WeChat.

Chapter 6 Key Points: Excellence in Customer Service

- Know that customers will value one-on-one interaction since they can be disoriented due to language barriers, different cultures, or jet lag.
- Demonstrate your products for customers to help overcome language issues, so they can see how your product works and feels.
- Demonstrations also promote feelings of reciprocity in customers when they try free samples or enjoy a product demonstration.
- Teach your employees to be passionate and use honest smiling, leaning in and other positive body language, including, most importantly, being present at the front of the store.
- Provide same-day services, and if anything needs altering or designing or special considerations, make sure you are prepared to have the product ready by the time the tourist leaves.
- Be sure to have shipping services for those who can't carry what they buy. There are many shipping outsourcing businesses to choose from. Actively promote this option to international customers considering a purchase.
- Offer time-limited special products. This will motivate customers to act.
- Respond patiently, politely, and openly to complaints. Empower your staff to ask and fulfil the question, 'How can I make you feel great again about our service or product?'
- Teach your staff not to make assumptions about customers or people who are applying for job positions.
- Train your teams to overcome their unconscious biases. For example, being open and welcoming to all customers is key to success in international tourism.
- Educate your staff about the six factors influencing people to change their behaviour and nudge them into buying.

Chapter 7 Key Points: Experiences Are The New Product

- Many people travel for special events such as concerts and sporting fixtures. There are many brand extensions and partnerships available for this.
- People travel to experience new things. Tap into the reasons for their journeys and the memories they want to create.
- Great retailers have been creating customer photo opportunities since well before the advent of social media. So what will your international customers, and more importantly, the people they want to influence, be awakened by?
- Can you provide additional value add beyond a mere physical product to imparting knowledge to the customer? Providing experiences that infuse them with knowledge gives customers storytelling power.
- What experiences are going on near your retail space that you can tap into? For example, international marathons, sporting events, theatre, or music festivals. Can any of your products, messaging, or in-store activities align with those?
- Engage with your shoppers' younger children and teenagers – they will otherwise pull their parents away from shopping with you.
- Millennials are spearheading the move from owning things to experiencing things. This is prompting a dramatic increase in international travel.
- Look to tie retail experiences into trips involving hotel partners, factories, agricultural facilities, and community charities. These are all part of the extended supply chain that provides customers with knowledge and experiences, which will help your brand and attract new customers.

Chapter 8 Key Points: Digital & Online Technologies

- Make your website usable for voice search, which typically involves being able to respond to customer questions.
- Respond to negative reviews with how you have listened and taken positive action.
- Consider outsourcing your social media presence. It's a complex job.
- Use AIDA to make your messaging as friendly and attractive as inviting someone to your party.
- Your website and personnel should sell to outbound tourists as well as to inbound ones.
- Make sure your staff knows how to use translation apps such as Google Translate or Microsoft Translator apps when speaking to tourists, particularly in Mandarin or Arabic.
- Consider branding your name with Chinese or Arabic characters so that your brand communicates with the tourist, and use digital signage as much as possible so you can have relevant messages in various languages.
- Use focus groups as a way of bonding with top clients, allowing them to feel they have influence.
- Link your business to entertainment offerings and special events.
- Many software companies will be selling solutions for retailers to hook into and benefit from these technologies.
- Virtual reality, through the Metaverse and other platforms, will become the norm – where people can see where they are going and what activities and shopping they might do.
- There will be the continued growth of mega online travel-booking platforms that will impact where tourists go.
- SAP, Google, Facebook, and Apple will increasingly get involved in travel and omnichannel retail, harnessing their data.
- Robots will eliminate many low-skilled jobs while speeding up fulfilment in restaurants, hotels, warehouses, and retailers.



- Small and medium-sized companies can utilize AI-driven platforms to compete with larger retailers to pinpoint the best items to stock for the type of customers shopping with them.

Chapter 9 Key Points: Location, Location, Location

- Focus on location. Go where your customers are, and figure that out. Pay the extra rent to be where your target market can find you. It will come back in kind.
- If you decide to go into a shopping mall, verify any landlord promises by talking to other tenants and asking for specifics.
- Try to be located close to a currency exchange branch, this is where tourists will suddenly have significantly more cash to spend.
- Go to retail summits (some are listed in this chapter) and learn what the current trends are and what they are projected to be.
- Airports are exciting environments with a great demographic of the customer with time and money to spend.
- Say no to MAG (Minimum Airport Guaranteed) rent – airports need to deliver the passengers, and you cannot insure them against Covid and terrorism.
- Think about how your customers feel at a particular location and price accordingly. For example, water costs more where people are walking in the sun. So does ice cream. Where is the best area or timing for you to have premium pricing?
- Don't stint on signage or window design. Be visible at all costs, literally. If no one sees you, no one will come.
- Consider if digital signage is right for you. If so, make sure it is as intuitive and clear as possible.

Chapter 10 Key Points: Partner with Local and State Governments

- Enlist city/state government to help you succeed by upgrading tourist destinations and giving licensing for well-designed retail in those environments.
- Lobby and write to your national government representatives to ease tourist visa restrictions and simplify paperwork.
- Have politicians promote monuments and tourist attractions well so that people come to your locale.
- When your location is used in a feature film or video, ensure the credits properly mention you so viewers can find you more easily.
- Government can work with you on planning regulations and opening up new areas for development to increase retail traffic. In addition, they can provide tax incentives that bring in investors to create thriving retail locations.
- Above all, ensure effective policing and push local law enforcement, local government, and national government representatives to invest in clean, safe streets.

Chapter 11 Key Points: The Leadership of Change

- You will face inadequate resources, a lack of clarity of vision, location issues, and new decisions about whether you have the right products. Do as much research as possible by asking suppliers, staff and bankers about this new marketplace you are going into... and then dive in!
- Work out the cost/benefit of a new investment proposal before you start.
- Negotiate with suppliers to test their products rather than buy and return what doesn't sell.
- Work out a flexible rental contract to protect you in lean times.
- Be flexible about what you may need to attract customers – new posters, new hours, new advertising.

Be open to the new.

- Help your staff change for a new target market and bring in advocates for change and role models of how staff should work in this new marketplace.
- Plan for peak trading periods with the right staff (those who can handle busyness) and the suitable hours (stay open later during the tourist season).
- Hire a diverse staff who understand different nationalities and will be able to communicate with your new customers. A diverse staff will understand nuances you may not.
- Be transparent when hiring staff. Open yourself up to your employees, and they will open up to you.
- Know that some products, some places, and some staff will fail. It's natural. Help your team move on to what works.
- Preparing for Emergencies

Chapter 12 Key Points: Preparing for Emergencies


- Have good links to trade associations. They are the ones who can push your point of view to politicians effectively during emergencies.
- Make sure you inspect your payment terminals and data cables for cloning devices.
- Check your CCTV footage for customer and sales staff fraud.
- Beware of data privacy laws and secure your data as much as possible to prevent huge fines.
- Be aware of counterfeit goods. Work with local law enforcement.
- Let customers inspect your goods for authenticity, should they ask.
- Have a plan to deal with natural disasters, both for your business and for your customers.
- Ideally, have several retail branches and outlets in different regions so that if disaster strikes, you can still operate and make money.
- Factor in that city protests and marches may affect your business. Plan accordingly.
- Ensure you can accept cash from customers and pay suppliers in cash if and when banking or payment systems go down next.
- Make helping in disasters part of your corporate culture.
- Practice and plan using the "Golden Rules" of communication to ensure you can lead your team and the key people you need to influence.
- Demand better actions and preparations from your politicians and leaders. As citizens and businesses we need help to thrive for the long term, not just the next election cycle
- Fund raising is hard, and critical to enabling a business to survive let alone grow. There are many different types of finance available from a great range of sources from suppliers, vendors, banks, private equity, debt funds and many more. Many successful companies will have used all of them at one time or another.

Chapter 13 Key Points: International Expansion

- Don't just read research reports; spend time actually visiting the locations you want to expand into internationally.
- Pay for good local advice and get references from those advisors – don't just blindly believe everything they say!
- Hire a good local manager who fits culturally within your wider company.
- Plan for the unexpected, including having extra cash funding reserves, as things often take longer or are more expensive than planned.



- Retail fit-out permits and the entire construction process may be very different from what you are used to in your home country.
- Your products and services need to evolve when expanding internationally, so rapid testing and reassessment will be needed.
- Invest time in developing strong long-term relationships in your new country, as business growth opportunities may come from unexpected sources.
- Fundraising is key, have great advisers and make sure the funding sources will support your aspirations.
- Look at apprenticeships as a way of accessing great talent pipelines, which you will need to continue expanding.
- Keep reviewing changes to your local and international markets, as you will often need to pivot quickly.



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