

PRODUCT DEVELOPMENT GUIDE BOOK



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FOREWORD

This basic manual will assist and guide industry members on tourist product identification and development. Being that advice has been given on an ad hoc basis and this will serve as an appropriate guide. This booklet is delivered in sections following a step by step process beginning with how to identify a potential product to finally evaluating the end product result.

It offers a step-by-step approach to foster greater understanding of how tourism services and products can be developed in a more sustainable mode with greater economic and social benefit to the industry members and the community. This manual provides some vital tips on how to develop your products by understanding your business and its operating environment whilst having a microscopic view on the demand and supply side constraints.

Though, this basic manual is not a panacea for tourism business or products development in Papua New Guinea, it provides some guiding principles which helps tourism industry members to avoid frustrations, high expectations and other pitfalls that comes with impromptu and ad hoc tourism products and service development.

This is the 2nd edition of the manual and comments and opinions from industry members are welcome to further improve the content and structure of it.

Do not try to read the whole manual in one go, read through the topics one at a time. Remember that this booklet is only a general guide and it does not give coverage to specific products such as attractions, guesthouses etc... But instead we are providing information for tourism products in general. You may find that not all points mentioned will be applicable so you need to go through and mark the information which is most relevant to you.

The Papua New Guinea Tourism Promotion Authority (PNGTPA) has recognized the need to foster greater professionalism among tourism operators in the country. To achieve this, PNGTPA has organized this manual on product development to play a central role.

I wish you all every success in your endeavors.

Peter Vincent
Chief Executive Officer
PNG Tourism Promotion Authority

September 2009

INTRODUCTION

The manual is designed in the form of simple and easy-to use check lists of ideas and handy advice. Many of these points mentioned may seem obvious at first but is often the little things like clean washbasin or a free coconut drink that make the difference between guests who stay overnight and those who stay for two.

There are six main parts to the Manual:

Part 1 is designed to assist you with identifying a tourism product.

Part 2 focuses on putting your identified tourism product out in the market; product implementation.

Part 3 provides you with general advice about the importance of a business plan for your tourism product.

Part 4 is designed to give you advice on the need for finding information on your product; market research.

Part 5 provides you with general advice about creating a marketing plan.

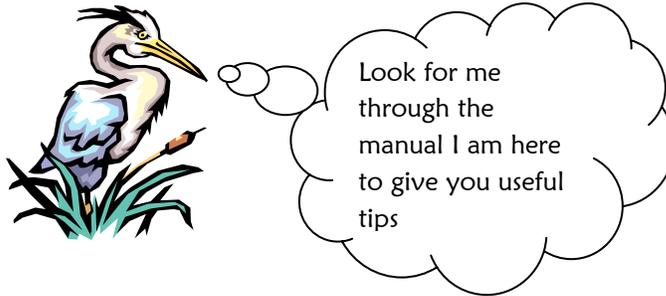
Part 6 points out the importance of continuously monitoring and evaluating your tourism product.

Part 7 provides a checklist of the items to complete before your product is launched.

Here are a few tips to help you get the most out of the Manual:

- Try to read one section or topic each week and work on that before moving on to the next topic
- Take time to discuss each new topic with your family, community or business partners and see how it can be applied to your business

 *When you see this pointer: think about how each point could be applied to your tourism product*



PART 1: WHAT IS A PRODUCT?

The first thing to do is to identify what potential product you could offer to tourists. A product is anything that can be offered to satisfy a need or a want.

A product can consist of 3 parts:

- Physical good



A Bed is a physical product

- Service



Cooking and Catering is a service

- Idea



Sleeping in a village guesthouse is an idea

Eg. A Guesthouse is offering beds (physical good), clean rooms/cooking and serving (service), different sleeping environment (idea).

Some suggestions of tourism product include:

Guest House	Restaurant/ Haus Kaikai
Tour Company	Travel Agent
Wildlife Park	Cultural Festival
Attractions	Car Hire Company

Important Concepts

To begin with you have to know that there is a difference between a product idea and a product concept. Because customers do not buy product ideas they buy product concepts.

Product Idea	Product Concept
This is possible product that the organisation might offer to the market.	This is a detailed version of the idea expressed in terms that a tourist would understand.

Here is an example to give you a picture about the difference between a product idea and a product concept;

You want to start up a Village Guest House.



A village guesthouse is an example of a tourism product

Any product idea can be turned into several product concepts. A product concept is the actual product you are selling at the end of the day.

The first question is:

1. Who will use this product ?

For example you think backpackers, couples and groups visit your guest house. So you think these groups of people will use this product.



There are different types of people who may use your tourism product from couples to groups

2. What will you provide for them?

Features of your product (eg. Guest house)

- Housing facility
- Shower/Toilet
- Clean water supply

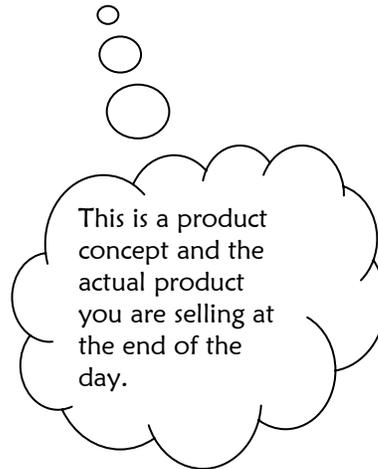
Benefits

- Peaceful and restful environment
- Privacy
- Contact with local community

By answering these questions you can form several concepts:

- Backpacker packages holidays
- Honeymoon packages holidays

So you are not selling just a village guest house, But you are selling backpacker and group package holidays in village guest house.





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Finding a Product

New product ideas can come from many sources. Tourists are the best source because they can tell you what they want because they are your customers. But ideas can also come from:

- Your Staff
- Your Family and Community
- Your Competitors

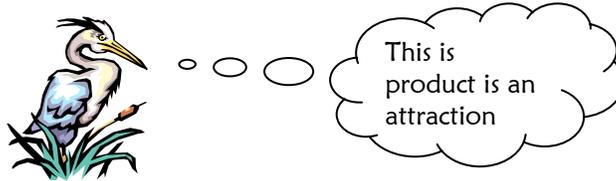
Here are some formal methods to help come up with ways to find a tourism product:

Attribute Listing

You list a products' major features and change each feature. After listing the features, you create a product out of them.

Example:

You decide that the lake on your land is your product. You list all the features of this product.





A lake is a possible tourism product

So the features of this lake could be:

- A Hut by the Lake
- A Nearby forest
- A variety of fish in your lake

So after listing the features your improved product could be:

- A guided canoe tour that also includes a walk in the forest looking at interesting and different types plants
- A fishing tour followed with a BBQ in the huts.

Forced Relationship

You put a number of things in relation to one another to create a new product.

Example:
Cycling Tours product which includes:

- Cycling
- Trekking
- Food



It's like
forcing a new
product



Cycle tours in New Ireland are a tourism product

Therefore your product would be Mountain Cycle Tours that involves looking and tasting native food along the way.



The Attribute listing technique is almost the same as Forced Relationship BUT Attribute listing creates an improved product while Forced Relationship forces or creates a new product.

Need/Problem Identification

Tourists are asked about their needs, problems, ideas and then product ideas are created from what tourists want.

Example:



This is the easiest technique as ideas will come from your customers, the tourists

A suggestions sheet through guest house surveys. You have been running a guest house and from talking to guests you realise that a number of them have the same suggestion. They suggest that it would have been nice to stay a little while in the village to see what villagers do every day. So you create Village Home Stays where guest for a day live, sleep and eat with the villagers in their homes.

Brainstorming

Can occur as a community or individual activity whereby communities or individuals decide the type of products they would like to offer. One idea sparks another.

Example

In your village you hold a community meeting and decide that the community will start a village tourism project, where tourist will come to stay in the village. So you hold a meeting to decide what sort of tourism activities your village will offer. For example you think fishing the afternoon with the local people will be OK but gardening or other activities during the day may take villagers away from their normal activity of providing food for their families. The plan is that as a group you will come up with new ideas.



As a community you can decide on tourism products to be offered in the village

Product Life Cycle (PLC)

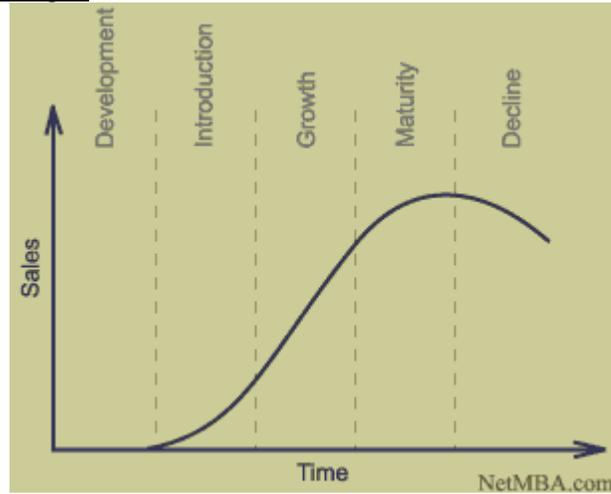
A PLC is an idea that shows that like human beings have an expected lifespan so too do products. So product can die just like humans.

Why do I need to know about PLC?

Because:

- Products have a limited life
- Product passes through distinct stages, and each stage has different challenges, opportunities and problems
- Profits rise and fall at different stages
- Products require different marketing, financial, purchasing and human resource strategies at each stage

PLC Stages



Graph shows the PLC Stages

Stage	Description
Stage 1 - Introduction	<ul style="list-style-type: none">• Here your product is introduced into the market.• In this stage there is slow sales growth so you will have little profit in your operation.
Stage 2 - Growth	<ul style="list-style-type: none">• After your product has been in the market for a while, growth will start and sales will start rising.• Customers are now accepting your product and profits will improve.
Stage 3 -	<ul style="list-style-type: none">• After all growth has occurred;

Maturity	<p>there is a slowdown in sales.</p> <ul style="list-style-type: none"> • This is because the product has already been accepted in the market. • Profits will become steady. • Because of this you have to try to make sure your product does not 'die'. • You have to come up with ways to help increase your sales and profits.
Stage 4 - Decline	<ul style="list-style-type: none"> • Here sales decreases. • Your product is dying and losses are made. • Because of this you will now have to think about resetting your product. • You need to create a new product or redo your old product to keep it alive.

Identifying Opportunities and Determining Goals

In order to determine the goals for your product:

<input checked="" type="checkbox"/>	Review your business plan. If you do not have one, in Part 3 you will learn how to create a business plan.
<input checked="" type="checkbox"/>	Explain the goals for your business or product.
<input checked="" type="checkbox"/>	Review your current activities
<input checked="" type="checkbox"/>	See if your competitors already offer your kind of service/product.
<input checked="" type="checkbox"/>	Develop a unique, reliable product that you are able to deliver and is what your customers want.



How can I attract customers to my business? How do I know what service/product to offer to my customers? The answer to this question is Market Research in Part 4.

Analysing Situations

Analysing your situation or environment means that you will:

- Find out about your business's opportunities and threats.
- Become aware of the factors that influence your business.

Analyse Situations: Mapping Exercise

An interesting way you can analyse your environment is to draw it in the form of a map.

For example draw your guesthouse and the environment it is located in.

- What are the things in your immediate environment?
- Is it close to waterfalls, main road, nearby village, stores, village paths etc...?



Example of a Mapping Exercise for a guesthouse



After you have drawn your environment you can now analyse it.

By analysing your map you pick out the things that may influence your product such as your strengths and weaknesses.

For example is one of your strengths your closeness to the main village and is a weakness the fact that you are not close to the main road?

Potential Questions to ask from your map:

☑	Is there anything missing on the maps which shows a business opportunity?
☑	Who are your competitors, their locations and products offered?

<input checked="" type="checkbox"/>	What can you say about your competition?
<input checked="" type="checkbox"/>	Are there any places of interest that you should know better for you to do more planning?
<input checked="" type="checkbox"/>	Where do your potential customers live, what is their income, their buying habits, their demands, etc?
<input checked="" type="checkbox"/>	Can competitors and the customers desire change your product idea?

Analyse Situations: SWOT Analysis

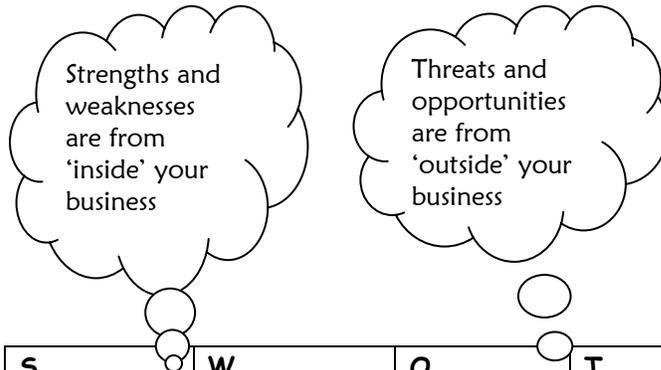
Another way to conduct a situational analysis is through a SWOT Analysis. You determine your products Strengths, Weaknesses, Opportunities and Threats.



The word SWOT is from the first initials of Strengths, Weaknesses, Opportunities and Threats.

Here you list your product/business's strength and weaknesses and these come from your internal environment. This means that these factors are about you and your business. You also list your opportunities and threats and these come from your external environment. This means that these factors are about the things outside your company. This is so you can identify what your strong points are and what your weak areas are. Also you can work on your opportunities and turn your threats to opportunities.

Here is an example of a SWOT Analysis for a Village Guest House in Kamba Village, Madang.



S	W	O	T
Owner has 5 years in the tourism industry.	Owner has insufficient capital funds.	Madang is a Tourism Model Province.	Currency fluctuation
Have trained staff.	No electricity and generator for power.	Kamba is situated along the main North Coast Road.	Law and Order situation in the country.
Own customary land.	No Business Plan.	DWU support.	Terrorism.

 Both the Mapping Exercise and SWOT Analysis can be used to analyse your current situation, they both serve the same purpose to find

out about your opportunities and threats. As well as become aware of the factors that can influence your business.

Describing Products

When you describe your product it is important to be specific.

This is too general to be useful to tourists

For example: Adventure travel is a general product description.

However Wildlife viewing is more precise but you can be more specific by saying bird, dolphin or turtle watching etc...This detailed description will be more useful to your potential customers.



Wildlife viewing is a more specific product description

This description should include:

General product description

For example, you list the things that make up your tourism product; if your lodge included guided walks and traditional string band at nights you include that in the description.

Existing suppliers and their products

For example, who supplies your hotel with fresh fruit and if it comes from outside your area.

Resource requirements

For example, what was needed to make this product?

Location

For example, is your product located by the Highlands so visitors can know what to bring and expect.

Markets (existing and potential)

For example, are you targeting backpackers or families and if so make specials for them.

Structure requirements

For example, are there buildings or toilet facilities at your waterfall attraction or whether roads are sealed to your attraction?

Limiting factors (regulations, laws)

For example, are there specific laws or regulations for tourists, such as types of clothes they should wear when visiting a village.

Human Development Training

A tourism product always involves service and these services are always delivered by people. The quality of employees will depend on their skills, enthusiasm and commitment of the operators and their employees. So product development also includes people development and training.



Training in Mt Crater, EHP

PART 2: PRODUCT IMPLEMENTATION

After identifying your potential products and opportunities, determining your goals and analysing your environment it is now time to implement your product and get it out into the market.



An island may have many potential tourism products

You need to ensure that you have:

- Enough time to implement your product
- Product quality
- Budget requirements
- All relevant people and stakeholders
- Markets (existing and potential)
- Structure requirements
- Limiting factors (regulations, laws)



It is now about putting your plan into action

Implementation Stages

To give you an idea of the stages you may have to go through to take your product from a plan to a real product.

No.	Stage
1	Involve community to gain support.
2	Check regulations and obtain licenses.
3	Check land rights, local customs AND culture.
4	Establish other administrative information including staffing, insurance, pricing, promotions, advertising and booking systems.
5	Adapt or buy equipment to meet tourism and regulatory standards.
6	Selection and obtain village participation.
7	Organise product details and agreements with operators.
8	Coordinate advertising and promotion.
9	Prepare promotional materials and tourists samples.
10	Conduct an initial test of your product.
11	Monitor feedback and response.
12	Make changes if necessary.

What you should try to achieve in the successful implementation of your product:

- Have appropriate quality standards.
- Be completed in the planned time frame.
- Be completed in line with cost requirements.

PART 3: BUSINESS PLANS

This section will give you a guide to designing a Business Plan for a tourism project.

Steps in creating a business plan

1 Establish a business objective

Like mentioned earlier in the section of determination of goals, you need to have an aim for your business, whether it be to earn a certain amount of profit or to be the most visited guest house in your province etc..

2 Carry out internal and external research

You need to find out all you can about creating your product.

3 Prepare your own *SWOT* Analysis

Like talked about earlier, in analysing your environment, you need to know your strengths weaknesses, opportunities and threats.

4 Plan what needs to be done when

Like mentioned in the implementation section you need to have a written plan showing a step by step process leading to your results for this product.

5 Think about how to adapt the product to customer needs
From information gathered in your external and internal research you should make sure that your product meets the needs of your customers.

6 Find additional sources of financing, advice and training
Always be on the look out to improve your product, whether through looking at training programs on offer or through ways of helping you fund certain parts of your product.

7 Devise a marketing strategy
You cannot expect to create a product and just wait for tourists to come, you have to go and look for your customers. This is done through marketing. The next section will focus on marketing.

8 Write up a business plan
After you have gone through each specific step in creating your business plan, you now have to write this plan.

What do I put in my Business Plan ?

In a Business Plan there are five important elements. Included below are questions you should answer for each element to ensure you have a sound business plan.

Market



Who are your tourists ?

What have you got to sell	?
Who would want to buy it	?
How much are they willing to pay	?
How do you find them	?
How do you convince them to buy	?
How much does it cost to reach them	?
How long would it take to get enough customers to start making profits	?

Competition



VS



What does your competitor have ?

Who else can sell this product or a similar one	?
How much do they charge	?
Why is yours better & how much can you charge	?
How would they react	?
What advantages do you have	?

What advantages do they have	?
------------------------------	---

Resources



What resources are you going to use for your tourism product?

What resources do you have available	?
How would you use these resources	?
How much would you pay for expenses, staff, equipment etc...?	?
How long would it take to get enough customers to cover expenses	?
Do you need initial startup capital	?
Can you get additional capital?	?

Management



What training do you have for your staff?

What skills do you have	?
What additional skills do you need	?
How will you manage the product/project, are you alone or sharing responsibility	?
What staff do you need	?
Can you offer them training or career development	?
How will you take slow periods in business	?
How will you assess progress and get feedback	?

Financial Plan

What is your projected cash flow	?
DO you have a profit and loss statement	?
Can you list your assets and liabilities	?
Do you have a balance sheet	?

The SMART Method

After you have written your plan, one tool for designing and managing your plan is the SMART method.

The SMART method says that your business plan should be specific, measurable, appropriate, reliable and it should be time bound.

(S)pecific	Where you know what exactly you want to happen for your product and business.
(M)easurable	Related to clear targets of your product and business which are capable of being measured.
(A)ppropriate	Is customer orientated, reflects the resources available, and fits within the local environment.
(R)eliable	That it has a good chance of success compared to the investment that will go into it.
(T)imebound	Linked to a timetable which says when each objective or activity will be done.



That's where the word SMART comes from:

(S)pecific
(M)easurable
(A)ppropriate
(R)eliable
(T)imebound

PART 4: MARKET RESEARCH

It is the collecting, recording and analyzing of all information relating to the identification and satisfaction of consumer needs. Market research can help recognize current customers and identify markets you would like to attract.

Answering questions like:

- Who is the target customer?
- Why do they buy tourism products and services?

Tourism Market Information

- Having a good idea is only the start
- You have to bring that idea to a commercial reality.
- You do not know how good your idea is until you investigate it.
- Good business people are risk takers but they are measured risk takers.
- The more research you do the lower the risk will be.
- Because there is no use developing a product that no one wants.

Where to get tourist market information:

Tourism Promotion Authority

- They conduct market research including visitor and market surveys, questionnaires and statistics.

- You can find out from them what the major tourism markets are and then you can create products specifically for this market.

Business and Regional Associations (Chambers of Commerce)

- You can find out about specific business practices on tourism and how you could conduct your business.

Provincial Administration (Provincial Tourism Officer)

- You can find out what types of products your province has and if there is potential for your product.

Industry Associations (Dive Association, PNGTIA, PNGTOA etc...)

- You can find out about special interest markets and if there is potential for your product in some of these markets.

Regional tourism bodies (SPTO, PATA)

- You can find out what the current trends are and if your product can be linked to these trends.

Market Segments

- Segmenting your market means to further focus on the customers you want to attract.
- The research you have conducted will be useful in segmenting.

- Identifying the size of your market areas is the first stage of segmentation.
- The size will depend on several factors including how many people would want to visit your product.

<p>Large Market Size</p>	<p>Eg. A singsing/ritual is unique and will draw visitors locally, nationally and internationally.</p> <p>So there will be a different types of tourists coming for the singsing/ritual Because of this we can say that this product has a large market size.</p>  <p>A singsing would bring a large market size</p>
<p>Small Market Size</p>	<p>Eg. A trip to the Botanical Gardens in Port Moresby has less drawing power not like the highlands singsing.</p> <p>So the focus will be on specific target markets (such as local education tours from school or orchid specialist).</p>

Because of this we can say that this product has a small market size.



A visit to the Botanical Gardens would bring a small market size

PART 5: MARKETING PLANS

A successful tourism marketing plan needs to be consumer orientated. Understanding tourists needs and what they think as well as knowledge of who they are, the services they want and the experience they are seeking.

Building a Marketing Plan

A marketing plan is an overall process where decisions are made for the selling of a product/service offering. You start with collecting marketing background information (situational analysis/marketing audit) and from this identify problems and key issues that will make your future business decisions.

STEPS IN BUILDING A MARKETING PLAN

- 1 Situational Analysis
- 2 SWOT Analysis
- 3 Tactical Marketing Strategy
- 4 Marketing Budget
- 5 Performance Timeline
- 6 Performance Evaluation



This situational analysis is scanning your *Marketing Environment*

Situational Analysis

A situational analysis involves scanning your environment. But for a marketing plan, a situational analysis involves scanning in your marketing environment. You need to do this to measure your marketing performance.

In a marketing situational analysis you need to include:

Company and product review	•What is your key selling points and competitive advantage?	<input checked="" type="checkbox"/>
Corporate philosophy	•What is your company's belief •Eg? Short run profit driven or long run business growth?	<input checked="" type="checkbox"/>
Financial based performance measures	•How will you measure or record financial performance •Eg. Revenues, costs, profits, profitability? •This measures internal efficiency.	<input checked="" type="checkbox"/>
Market based performance	•How will you measure or record market performance •Eg relative quality, customer satisfaction, retention, market growth? •This measures	<input checked="" type="checkbox"/>

	external effectiveness.	
Research, Development and marketing investment	•What types of research, development and marketing investment do you have for the future of your product?	<input checked="" type="checkbox"/>

SWOT Analysis

A SWOT Analysis for a marketing plan will focus on marketing strengths, weaknesses threats & opportunities.

Some examples are:

S	W	O	T
Recognised leader in product/service	High costs of marketing	Increase government regulation efforts of major competitors	Growing market demand
Increase in technology	Limited resources	Exchange rate changes	Competitors
Staff with marketing knowledge	High staff turnover	New tax incentives	Market restructuring



Tactical Marketing Strategy

Here you want to be specific in how you are actually going to market your product/service. So certain tools are used to assess your potential market as you have to be product and market specific. These tools are:

- *Sales objectives* - How many products are you aiming at selling?
- *Target market segments* - Who are you selling your product to?
- *Marketing objectives and strategies* - How are you selling your product?
- *Positioning and image strategies* - What is the picture you want to send to tourists about your product/service and how will you do that?
- *Marketing mix* - This are the tools used in marketing
 - o Product - what you are offering?
 - o Price - what price you are offering for the experience or product?

- o Place - where will you distribute or place the product?
- o Promotion - how will you sell your product?

Promotion

This includes:

Personal Selling/operations	<input checked="" type="checkbox"/>
Advertising message	<input checked="" type="checkbox"/>
Publicity	<input checked="" type="checkbox"/>
Merchandising	<input checked="" type="checkbox"/>

Creativity in Product Design Promotion

A creative approach to your product design is important. Potential tourists are comparing your product to many others. Your product must be different enough to stand out. A good idea is to establish a theme. Something that will express an image of the type of experience you are offering. You should make sure your product is reliable and has quality that will make it attractive, attractive also to those selling tourism products to travellers such as travel agents and wholesalers.



It is a good idea to have a theme

Price



Set a reasonable price for your tourism product

You have to set an acceptable price; the price must be what the customer expects the product to be. Also you have to be aware that you could price your product less and use a lot of resources to make it. This could mean that you may not receive enough payment for your cost. However if you have a quality product, then it should be sold cheap. For example your lodge claims to be Ec lodge but facilities do not contribute to keeping the environment clean.

Place

One question facing tourism operators is what way to best distribute and sell the product to customers. You can do this directly to the tourist or through a 'middle man'. Middle men are inbound operators, tour wholesalers & travel agents. Examples such as Melanesia Tourist Service, Trans Niugini Tours, Dove Travel etc... Middle men are not

selling something they own so they need to be paid a commission to sell your product. You have to find out from them how much commission they charge.

Brochure and Leaflet distribution



Example of PNG tourism brochures

Where can you place or distribute your brochure? Through Tourism Bureau's, Provincial Tourism Officers, PNG Tourism Promotion Authority, Air Niugini, Local business etc...

The internet is also an efficient way to distribute information about tourism product.

Marketing Budget

How much are you planning to spend for each of your marketing campaign? Give amounts of how much is going to go to promotion, placing etc...

Performance Timeline

You need to set a timeline to know when your product will be marketed. A good idea is to set key dates when you will achieve each aim. This will give you an idea of what you need to complete.

Performance Evaluation

You need to review your marketing plan after a period of time to see whether it was of any use.

Example of Marketing Plan Outline

Marketing Strategy

- Strategic Focus and Plans
- Marketing/Service Focus
- Marketing Program
- Marketing Research

PART 5: EVALUATION OF A PRODUCT

Overview

When evaluating your product you need to monitor and evaluate against planned objectives and requirements. Check feedback from customers, stakeholders, community to assess if any changes required and make any necessary changes.



After some time you need to check if your targets have been achieved.

Monitor and evaluate new product

Profitability

- Is the product achieving the amount you have budgeted for?
- Are costs in line with estimates you have made?
- Is the promotion you used attracting the number needed to achieve profit?

External Environment

- Are there any changes/events that may affect the profitability of your product?

Operating considerations

- Are staff skills enough to allow them to grow?
- Will further training be needed?

- Are more resources needed?
- Is more equipment needed?

Customer satisfaction

- Are there any concerns that need to be addressed?

PART 6: CHECKLIST

Before your product is launched here is a checklist to ensure you have completed the necessary items.

- Do you have a business plan?
- Have you selected specific markets to focus on?
- Have you thought about who your customers may be?
- Have you talked to other people about their tourism product?
- Is your product suitable to include packages?
- Have you completed a SWOT Analysis?
- Do you know how you will spread the word about your product?
- Do you have a way for tourists to book your product?
- Do inbound tour operators know about your business?
- Does your pricing structure provide for commission?
- Have you considered a range of marketing opportunities?

FINAL REMARKS

Your tourism product can be a great source of pride to your village as well as a good provider of jobs and income. It can also help your province and country by improving tourism opportunities for tourists.

We hope that you use this guidebook in your day-to-day work you will find it easier to make a success of your attraction. We have tried to make this booklet as up to date and accurate as possible but no doubt things will change and you will find things overlooked. If you have any comments on the Guidebook or things you would like to add we would like to hear from you.

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