

# ENTREPRENEURS & SITE GUIDES

## MODULE 2: OPPORTUNITIES IN TOURISM

### INTRODUCTION

*This module provides the participants with some general tourism knowledge as they learn why tourists are visiting their destination.*

*The focus is on mapping the different tourist attractions that exist in Uganda and their location on the map.*

*The module ends with the participants being introduced to the concept of customer segmentation and how to come up with the right segment of customers to target.*

### OVERVIEW



### Learning Goals



#### Knowledge

- The participants will learn about the location of different tourist attractions in Uganda.
- The participants will get a better understanding of how the tourism industry operates.



#### Attitude

- The participants will become reflective and critical when it comes to spotting tourism opportunities..



#### Skills

- The participants will learn how to divide their customers into segments and how to best play into their specific needs

SESSION 2A:  
Map It All Out!

SESSION 2B: What  
Uganda Has to Offer

SESSION 2C: Customer  
Segmentation

### BEFORE YOU START, YOU NEED...

- Flipcharts
- Large paper
- Marker and pens
- Sticky notes
- A "correct" map with all the highlights mentioned in the mapping exercise of 2A



# SESSION 2A: Map It All Out!

## AGENDA



**Exercise:** Mapping Uganda's highlights

(35 min)



**Exercise:** Mapping the Tourism Value Chain (Actor Mapping)

(35 min)



## INSTRUCTIONS

### Exercise: Mapping Uganda's Highlights (35 min)



#### PREPARE:

- Prepare large sheets of paper with the outline of Uganda drawn on them. Try to do this as well as possible. Make sure that the borders between the neighbouring countries are clear as well, and outline all the major water bodies: Lake Victoria, Lake Kyoga, Lake Edward, Lake Albert and the River Nile. Don't write any geographical names on the paper, as the participants will have to do this.



#### FACILITATOR'S NOTE:

*Prepare one detailed map, with all the highlights mentioned below.*

- Split the group into groups of about 4 people and give each of them a large sheet of paper with the country outline you have prepared.



#### SAY:

- *Explain that it is important to know why international tourists come to your country and to which places tourists like to go, whether they are international or domestic.*
- *Explain that in this exercise you are going to test the knowledge they have about the tourist attractions in your country.*



#### ASK:

- *You will ask them to locate some of the larger cities, geographic highlights, tourist highlights and other points of interest in the country. They will have to write the name of that place on the right location on the map.*
- *Emphasize that it is just a game and that together as a team, they might already know a lot.*



#### SAY:

- *Emphasize that it is just a game and that together as a team, they might already know a lot.*
- *Read out loud the list of locations below. Give the teams about 20 seconds to write down the location on the map. They may discuss with each other. If necessary, mention the location a few times. When (most of) the teams are ready, proceed to the next one.*



## List of locations

LAKE VICTORIA

LAKE KYOGA

LAKE ALBERT

EQUATOR

LAKE KYOGA

RIVER NILE

VIRUNGA MOUNTAINS

SSESE ISLANDS

RWENZORI MOUNTAINS

MT. ELGON

KENYA

SOUTH SUDAN

RWANDA

DRC

TANZANIA

JINJA

MBALE

LIRA

GULU

MBARARA

KABALE

KAMPALA

SOROTI

MASAKA

FORT PORTAL

ENTEBBE

KASESE

ARUA

TORORO

QUEEN ELISABETH NP

MURCHISON FALLS NP

KIBALE FOREST NP

BWINDI IMPENETRABLE FOREST NP

LAKE MBURO NP

KIDEPO VALLEY NP

### SAY:

- After this, explain that you want them to highlight things based on their opinions, meaning that they could pick several right answers.



**? ASK:**

Ask them to highlight what they believe is the best place to:

- Spot gorillas (Possible answers are Bwindi or Mgahinga NP, both near Kisoro)
- Spot chimpanzees (For example, Kibale Forest NP and several other parks in Western Uganda)
- Spot birds (Various answers are possible: Kibale, Queen Elizabeth NP, Murchison Falls, Mabamba Swamp, Lake Bunyonyi, Semuliki NP, etc.)
- Spot savanna animals like elephants and lions (Queen Elizabeth NP, Murchison Falls NP, Kidepo Valley NP)
- Take a hike up a mountain (For example, Rwenzori, Virungas, Mt. Elgon)
- Experience wild water rafting (Bujagali Falls, on the Nile near Jinja)
- Take a crater lake walk (Near Fort Portal)
- Where the River Nile passes at its narrowest point (Murchison Falls)
- Enjoy nightlife (Kampala, or any large town)

When finished, provide a few more minutes so that they can make adjustments. Then collect all of the maps and place them next to each other, including the right one that you prepared.

**FACILITATOR'S NOTE:**

*Together with the students briefly compare the places and provide some background on some of the locations.*

In the end, you can choose which team made the best map and invite the group to applaud for the winning team.

## Exercise: Mapping the Tourism Value Chain (55 min)



In this exercise, the participants will map the tourism value chain. They will map all the relevant institutions and stakeholders from various perspectives. This will help the participants to get a better insight into how the tourism industry operates and who is involved..

**? ASK:**

- Divide the participants into four groups, as each will represent a different category:
  - a. A group of typical international safari tourists
  - b. A domestic honeymoon couple
  - c. A tour operator
  - d. A tourism company that offers cultural tours in a specific region



- Ask these groups to map all the individuals and institutions their categories will interact with, either as tourists (for group A & B) or when they organize their activities (group C & D).
- Help the groups by asking them the guiding questions written below. These are just a few questions you could ask.

**FACILITATOR'S NOTE:**

*Let them try and visualize the mapping clearly in a graph. Give them 20 minutes to work on it.*

- After each group has completed their mapping, let them present these to each other. Let the audience try to improve it by suggesting other persons or institutions that play a role but have not yet been mentioned. Feel free to come up with your own suggestions as well, but try to let the audience be the first to do so.



**ASK guiding questions:**

**Group A) Who helps the group of international safari tourists?**

- *In coming to know about Uganda?*
- *In booking a flight?*
- *In getting a nice itinerary?*
- *In getting the right documentation to travel?*
- *In arriving in Uganda and in his/her accommodation?*
- *In getting meals and drinks?*
- *In moving from place to place?*
- *Should they have an accident?*



**Group B) Who helps the domestic honeymoon couple in?**

- *In finding the best destination for their honeymoon?*
- *In getting the right documentation to travel?*
- *In arriving at the accommodation?*
- *In getting meals and drinks?*
- *In moving from place to place?*
- *In making sure every single thing is perfect, from start to finish?*
- *Should they have an accident?*

**Group C) Who helps the tour operator in?**

- *Lobbying for good legislation?*
- *Getting registered and accredited?*
- *Being visible online and getting reviews?*
- *Branding the destinations?*
- *Getting the right equipment such as vehicles?*
- *Making sure that their staffs are trained?*
- *Providing its clients with where they can sleep/eat/do things?*

**Group D) Who helps the cultural tours provider in?**

- *Getting registered and accredited?*
- *Being visible online and getting reviews?*
- *Making sure that clients come in regularly?*
- *Getting the right equipment such as bicycles or traditional dresses?*
- *Making sure that their staffs are trained?*
- *Making sure that the local community approves of it?*



# SESSION 2B: What Uganda Has to Offer

## AGENDA



**Presentations:**  
Favourite Tourism destinations  
(30 min)



**Discussion:**  
What Makes Uganda Unique?  
(60 min)

## INSTRUCTIONS

### Presentations: Favourite Tourism Destinations (30 min)



Now, the participants will introduce their favourite tourism destinations in the country.



#### ASK:

- Ask all the participants to present their favourite tourism destinations in Uganda. Preferably this needs to be a place where they have been themselves, but this is not compulsory.



#### SAY:

- Explain that they need to introduce it by answering the following questions:

- A. Where is it?
- B. What activities can be done over there?
- C. Why do they like it?
- D. What is really unique about this destination?
- E. What type of tourists visit this place?



#### SAY:

- Let everyone present this in a presentation of about 1 minute. As this is just an introductory exercise, make sure there is not a very long discussion.





# Discussion: What Makes Uganda Unique?

(60 min)



## SAY:

- Explain that in order to have a successful career in tourism, it is important to be able to reflect on the local tourism industry from the perspective of a tourist. In this discussion you will facilitate a discussion on how Uganda as a tourism destination compares to other destinations.



### FACILITATOR'S NOTE:

Divide the participants into 4 groups. Each group will compare Uganda to other tourism destinations and will make a list of the strengths and weaknesses of Uganda compared to those destinations. Although they may not have traveled to those destinations themselves, as a group they will probably be able to still come up with some ideas.

- Give each group a category: “Uganda vs. Kenya”, “Uganda vs. Rwanda”, “Uganda vs. France” and “Uganda vs. Dubai”. Ask each group to come up with at least 3 strengths of Uganda and 3 weaknesses of Uganda compared to the other destinations.



### FACILITATOR'S NOTE:

Give them 10 minutes to discuss these and write them on a big piece of paper.

- Let them present their ideas to each other. After each presentation, ask the audience to help expand the list.



### TIP FOR THE FACILITATOR:

If the feedback from the audience is largely negative, make sure to tell them how to give constructive feedback: do not just criticize each other for the answers given, but also mention the positive points.



- Below is a list of possible suggestions that you can use to expand the lists. These suggestions were written in 2021, and of course: many of these points might change in the future.





## UGANDA VS. KENYA





 Uganda's strengths	 Uganda's weakness
Uganda possesses rainforests, which host rare animals such as mountain gorillas.	Unlike Kenya, Uganda does not have any beaches.
Uganda is less crowded with tourists, which makes it more of an adventure.	Compared to Kenya, the tourism industry in Uganda is less developed, and many companies are less professional.
Uganda is generally considered safer for tourists in terms of robberies.	Compared to Kenya, Uganda does not have a big reputation as a tourism destination.
Ugandans speak English very well, which is a language often used by tourists.	



## UGANDA VS. RWANDA

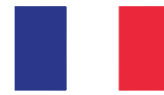




 Uganda's strengths	 Uganda's weakness
Being a larger country, Uganda has more cultural diversity compared to Rwanda	Rwanda generally has a better road system and a cleaner environment.
Uganda is also more diverse in terms of nature and landscapes.	Rwanda has been marketing itself successfully as a safe destination after a period of horrific violence. Although Uganda has generally been safe for many years, many potential tourists still think of Uganda as an unsafe destination.
Uganda is relatively cheap for tourists, compared to Rwanda.	Rwanda is a more high-end destination, attracting very wealthy tourists.
	In Uganda tourists are more likely to witness petty corruption (kito kidogo) which negatively affects their experience.





## UGANDA VS. FRANCE





 Uganda's strengths	 Uganda's weakness
Uganda is cheaper compared to France.	France is world famous for its cuisine and its rich cultural heritage. Although Uganda has its own unique heritage, it is not world famous.
Uganda is easier to access for African tourists in terms of visa regulations.	France is the most-visited country in the world for tourists and has a lot of experience in handling tourists professionally.
Uganda's nature and scenery is very different from France, although both countries are beautiful.	France is generally safer to travel through, compared to Uganda.
If you don't speak French, it can be hard to talk to get in contact with local people in France. On the other hand, if you don't speak English, Kiswahili or any (other) local language in Uganda, it might also be hard to travel independently in Uganda.	



## UGANDA VS. DUBAI



 Uganda's strengths	 Uganda's weakness
Uganda has a more favourable climate compared to Dubai, which often is extremely hot.	Dubai is cheaper to fly to, from almost every country in the world.
As Dubai is just a city and Uganda is a whole country, Uganda is far more diverse as a tourism destination in almost every aspect	Many (African) tourists consider Dubai a symbol of wealth and modernity. It is indeed a very developed destination in terms of infrastructure, etc.
In most aspects, Uganda is cheaper compared to Dubai.	Compared to Kenya, Uganda does not have a big reputation as a tourism destination.



# SESSION 2C: Customer Segmentation

## AGENDA



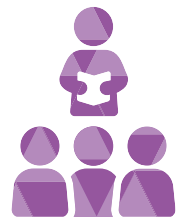
**Lecture:**  
Introduction into  
Customer Segmentation  
(40 min)



**Assignment:**  
Customer  
Segmentation  
(50 min or more)

## INSTRUCTIONS

### Lecture: Introduction into Customer Segmentation (40 min)



In this lecture, you will introduce the topic of customer segmentation

#### ? ASK:

- Ask the group whether somebody knows the difference between a user and a customer. Let them think about it. The right answer is that whereas the user is the one consuming the product or service, the customer is the one who pays for it. Often they are the same, but it is definitely not always the case.

Two examples

- If a company offers guided mountain bike tours, an individual tourist might be the one who both enjoys the trip and is the one paying for it. But it could also be that a tour operator pays the mountain bike tours company, which makes the tour operator the customer of the mountain bike tours company, and then sells the activity as part of an itinerary to the individual tourist.
- It could also be the case that a corporate company buys the mountain bike tours packages and offers these tours for free to its employees as part of a business trip. In that case the company is the customer, whereas the employees are the users (or consumers).



*FACILITATOR'S NOTE:  
Introduce the concept of customer segments:*

“Customer segments are subgroups of potential customers who share the same interest, needs, motivations and buying characteristics.”


Most of the time, tourism companies focus on a limited number of customer segments. It is important to know what characterizes the people in those customer segments. Think about traits in the following categories:

Demographic	Geographic	Behavioural	Psychographic
Age	Country	Routines	Personality
Gender	Region	Hobby's	Lifestyle
Nationality	Climate	Occasions	Values
Religion	Urban Vs. Rural	Status	Loyalty
Education		Benefits	Mental State
Social Class		Physical Fitness	
Income			
Family Size			

*FACILITATOR'S NOTE:  
Please note that not all of these characteristics are equally important or equally relevant to every tourism company.*



## Customer Segment of Mountain bike Tour Company

Demographic	Geographic	Behavioural	Psychographic
<b>Age:</b> <ul style="list-style-type: none"> <li>30-45 years old</li> </ul> 	<b>Country:</b> <ul style="list-style-type: none"> <li>Sweden</li> </ul>	<b>Routines:</b> <ul style="list-style-type: none"> <li>They have a 9 to 5 office job.</li> <li>They cycle to their work.</li> <li>Do not eat a lot of meat.</li> <li>Go on holiday every year.</li> <li>Go on holiday every year.</li> </ul>	<b>Personality:</b> <ul style="list-style-type: none"> <li>Outgoing</li> <li>Adventurous</li> <li>Progressive driven</li> </ul>
<b>Gender:</b> <ul style="list-style-type: none"> <li>Men and women</li> </ul>	<b>Region:</b> <ul style="list-style-type: none"> <li>Greater Stockholm Area.</li> </ul>	<b>Hobby's:</b> <ul style="list-style-type: none"> <li>They like outdoor activities.</li> <li>They travel a lot.</li> <li>They like to learn new languages.</li> <li>They are interested in design and culinary experiences.</li> </ul>	<b>Lifestyle:</b> <ul style="list-style-type: none"> <li>Healthy lifestyles but experience a lot of work-related stress.</li> </ul>
<b>Nationality:</b> <ul style="list-style-type: none"> <li>Swedish.</li> </ul>	<b>Climate:</b> <ul style="list-style-type: none"> <li>Generally cold.</li> </ul>	<b>Occasions:</b>	<b>Values:</b> <ul style="list-style-type: none"> <li>They believe sustainability is important. They want to be respectful towards other cultures.</li> </ul>
<b>Religion:</b> <ul style="list-style-type: none"> <li>Protestant.</li> </ul>	<b>Urban Vs. Rural:</b> <ul style="list-style-type: none"> <li>(Sub)urban.</li> </ul>	<b>Status:</b> <ul style="list-style-type: none"> <li>Married or in stable, long-term relationships.</li> </ul>	<b>Loyalty:</b> <ul style="list-style-type: none"> <li>They are likely to share their good experiences with friends &amp; family.</li> </ul>
<b>Education:</b> <ul style="list-style-type: none"> <li>Highly Educated.</li> </ul>		<b>Benefits:</b> <ul style="list-style-type: none"> <li>They are encouraged by their employers to take one, long holiday every year in July or August.</li> </ul>	<b>Mental State:</b> <ul style="list-style-type: none"> <li>Are in need of a holiday to get rid of their stress.</li> </ul>
<b>Social Class:</b> <ul style="list-style-type: none"> <li>Upper Middle Class.</li> </ul>		<b>Physical Fitness:</b> <ul style="list-style-type: none"> <li>Very fit.</li> </ul>	
<b>Income:</b> <ul style="list-style-type: none"> <li>\$80,000 per year on average.</li> </ul>			
<b>Family Size:</b> <ul style="list-style-type: none"> <li>Small family with young children.</li> </ul>			



 **SAY:**

- *Based on the customer segmentation, you can come up with a persona, which is a (fictional) character that represents the customer segment. Indeed, the typical customers that were drawn in the previous module were personas! The customer segmentation example above can also be used to create personas: Arne (42) and Helga (38) from Stockholm.*
- *It is now important to zoom in on these personas and think of what they want to achieve by making use of your services as a tourism company. In other words: what are their needs?*

These could include:

Customer Need	Example
Relaxation	Arne & Helga want to sit back and relax after a year of hard work.
Adventure	Arne & Helga want to experience something completely new and exciting.
Nature	Arne & Helga want to see landscapes and wildlife they're unfamiliar with.
Cultural Experience	Arne & Helga want to know what village life in Western Uganda looks like.
Social Experience	Arne & Helga want to meet other tourists and have a good time with them.
Physical Achievement	Arne & Helga want to challenge themselves by cycling a longer distance than they ever have before.
Facilities	Arne & Helga want to experience the best lodges in Uganda.
Social Media Show-off	Arne & Helga want to make many pictures so that they can show-off to their friends & family back home.

 **SAY:**

- *Explain that the magic happens when the products offered by the tourism company play into the needs of the customer.*

*Mention that a key consideration about customer segmentation for any company is:*

- *How big is this segment really?*
- *Is it big enough to sustain a healthy business model for the company?*
- *If not, it is wise to look at a different customer segment.*



# Assignment: Customer Segmentation

(50 min or more)

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## SAY:

- *Tell the participants that now that they have become familiar with the subject of customer segmentation, it is now time for them to elaborate on their customer segments. Let them write down all of the characteristics of 1 or a few of their customer segments, using the table that you introduced. This is an individual assignment, but assist them if they need your help*
- *Let them also explain their customer's needs, like you have introduced in the lecture. Let them write it all down.*
- *They have the rest of the day to work on it. Explain that they will introduce it to each other tomorrow.*

