

I-General Information

Key Points

- *The nature of the recreational diving business.*
- *Use of natural resources.*
- *Importance of the human resource factor.*
- *Use of modern technology and the way it affect the business.*
- *The Egyptian Red Sea vs. Other worldwide destinations.*
- *Why the ISO*

The nature of the recreational diving business

- Until the early 1950s, navies and other organizations performing professional Diving were the only providers of diver training, but only for their own Personnel and only using their own types of equipment.
- The first scuba diving school was opened in France to train the owners of the Cousteau and Gagnon designed twin-hose scuba.
- The first school to teach single hose scuba was started in 1953, in Melbourne, Australia, at the Melbourne City Baths. RAN Commander Batter ham organized the school to assist the inventor of the single hose regulator.
- Recreational scuba diving grew out of related activities such as Snorkeling and underwater hunting. For a long time, recreational underwater excursions were limited by breath-hold time. The invention of the aqualung in 1943 by Emilee Gagman and Jacques-Yves Cousteau and the wetsuit in 1952 by University of California, Berkeley physicist, Hugh Brander , and its development over subsequent years led to a revolution in recreational diving.

What are different ways to dive?

- **Surface Supplied Diving:**
gets air for breathing through a hose from a pump above the surface of the water.
- **Scuba Diving:**
is done with metal cylinders carried by the diver to hold the breathing air. In open-circuit scuba the air comes out of the mouthpiece when the diver breathes in, and goes into the water when the diver breathes out. When a re-breather is used, some of the same air is breathed many times, and the machine puts oxygen into the air to make up for the oxygen that is used up, and takes out the carbon dioxide by using a chemical to absorb it. A re-breather lets the diver use less air, but It can fail due to several causes
- **Saturation Diving:**
is diving where the divers stay in pressurized rooms between dives and go to the underwater workplace and return in a sealed diving bell, so they stay at the same pressure for days or weeks at a time before the pressure is reduced to normal air pressure when they finish the Job. The breathing gas is supplied from the surface through a hose so this is also a kind of surface supplied diving.

What are the different types of scuba diving?

- **Recreational Diving:** Is done for fun: Sometimes it's called sport diving. It can be done using air from cylinders carried by the diver. This is called scuba diving. It can also be done for shorter dives by holding your breath. This is called free diving or skin diving.
- **Military Diving:** It means diving for a military purpose.
- **Commercial Diving:** Is diving to do underwater work. This is done as part of a project where the work must be done under water.
- **Scientific Diving:** Is diving done to find things out for scientific purposes. It may be part of the job for a scientist, or done by volunteer for a citizen science project.
- **Public Safety Diving:** Is diving done by a public service organization like the police or a fire department to rescue people or to find and bring back bodies or evidence.

Use of natural resources

What are the natural resources we can find?

- **Natural Resources:**
(Ocean, Seas, Fresh Lakes, Rivers...etc)
- **Non Natural Recourse:**
(Big fould Lakes, Fish Aquarium, artificial corals reef, Wrecks, archeology)

Importance of the human resource factor

How can you success in recreational diving business?

By using:

1. Finance Resources.
2. Technology Resources.
3. Human Resources.
4. Natural resources.

How can the manager use the human resources to success?

- **Effective team building:**
Team building skills are essential for every aspect of life. Whether you manage a small dive center consist of 4 members or you manage a large diving operation, basic team building skills can determine the success of any dive operation. Needless to say, many dive operations have failed because team collaboration and teamwork was sacrificed for individual and personal achievements.
Belonging to a team sets you up for greater effectiveness that you never could accomplish on your own. Diving operations that promote teamwork create environments that lead to productivity and better creativity.

- **Job interview:**

From time to time every Dive operation needs to hire a new staff. Wasting time during an interview can cost you more money than you might think. This information will help you to improve your interviewing technique and avoid making hiring mistakes.

At first look, the job interview can seem like a simple enough meeting to conduct: shake hands, make small talk, ask questions, and compare the candidates.

There is a lot of preparation that goes into a good professional interview and the cost of a bad hire could be very high, and it's not just the wasted salary that's expensive. You risk wasting training time, potential customer problems, and recruiting a replacement are all items that you'd prefer to leave out of your dive operation budget.

“Experts estimate that the cost of a bad hire exceeds the annual salary of that position.”

As a Dive operation manager you need to avoid making an expensive hiring mistake, it's important to have an intentional process for conducting interviews. During this presentation we will talk about how to formulate questions and develop a process that will give you the most information for selecting a new employee.

- **Standard Operation manual:**

One of the most useful systems to streamline your business is having a Standard Operating Procedures (SOP) manual. This manual lists the all the tasks that are essential for your business success, how to do these tasks, and who is responsible for the tasks listed.

There are specific many outcomes if you have a SOP manual in place.

Your productivity improves, and as a dive operation manager, you need to be highly productive and interactive to succeed.

- **Task delegation:**

- Delegation allows you to devote energy to more important tasks. You probably have a range of tasks and duties, some of which are more important or engaging than others. Managers often spend too much time on the action-oriented activities, such as dealing with sudden problems or issues, and not enough time working more strategically on process improvements and future planning. When you Delegate some responsibilities, you will be able to focus your energy on those tasks and be more productive as a dive operation manager.

- Delegation gives employees necessary opportunities to grow in skill and experience. This is important for the company's long-term success. Say, for example, that a base leader is promoted to become a regional manager for several dive centers. If he hadn't given any of his own employee's opportunities to learn key parts of his job, it would take a long time for the company to replace him in his former role. Someone seeking to move into a managerial role may be eager to learn about the critical elements of logistics or other departmental administrative duties. You might delegate those tasks to the employee, overseeing the final outcome, but not doing the work.

- The ability to delegate is important for your own advancement. As you move up in the dive company, the managers above you watch to see not only whether you get the job done, but also how you get it done. They want to see what management skills you have, especially your ability to act strategically, with a focus on future planning and innovation. Delegating skills are essential for demonstrating that you can work at this higher level.

- Some employees may be better at some jobs than you are. It's no reflection on you: Different people simply possess different skills. And when you find the right employees for the work in question, everybody wins. Sometimes managers forget that their employees' success is their success. Effective managers take pride in their employees' success and encourage their development whenever possible, while a weak manager will never have a strong team around them as they will be afraid that they might take their place.
- You are overworked, stressed out, or getting behind. When you are behind, your employees may also be behind. They may depend on you for getting certain tasks done, and if you miss, so will they. Feeling burned-out or working excessive hours may be a signal that you're holding on to more responsibilities or tasks than is reasonable. Other people may well be able to do things that you've been doing yourself.

Use of modern technology and the way it affect the business.

Technology has revolutionized the way companies conduct business by enabling small businesses to level the playing field with larger organizations.

The internet has grown in importance by many folds, over the process of decade. Its importance in the education world can now never be undermined.

- Use of the internet allows students: to find amazing convenience, they can find various kinds of help.
- Using projectors and visuals: Visual images always have a strong appeal compared to words. Using projectors and visuals to aid in learning is another form of great technological use.
- Digital footprint in the education sector: If we talk about digital and education, then the penetration of digital media within the education sector has now grown. (E-Learning)
- Online degrees with the use of technology: Online degrees now have become a very common phenomenon.

How modern technologies effect our business?

Modern technologies affect our business by:

- Project Management Systems and Scheduling

Another use of technology in business is the implementation of project management systems for collaboration between employees

- Education:

According to the latest insights, as to how exactly modern students of today prefer to use technology and how does their learning get an impact if they use technology, it was revealed that the use of modern equipment technology and tools, the learning and interactivity of students increases. They also find it much more interactive, as well as full of Interesting areas.

What this means is, that our minds now tend to work faster when assisted with the use of modern technology, be it any part of life, here we talk about education.

“Internet connection and round the clock connectivity”

- Automated Voice Systems Provide Service:

Automated voice response systems are another way to provide customer service while allowing employees to stay focused on other tasks.

- Artificial Intelligence Engages in Marketing:

Artificial Intelligence (AI) systems are being used to predict and influence future sales based on consumer preferences. Knowledge of customer preferences in real time can assist marketing departments in determining where to spend their money by tracking trends more closely and adapting promotional and sales efforts.

- Easy Collaboration with Remote Workers:

The gig or freelance industry has also grown dramatically because of technological advancements that allow talented workers to be hired and perform remotely for an organization. Needs can be posted online and workers hired, sometimes within hours. Freelancers can collaborate with managers and employees through project management platforms, without any one-on-one interaction. The cost savings by using contractors adds up as companies save time and effort by not hiring and managing long-term employees.

- The Downside of Technology in Communications:

Despite the savings to companies, there are some negative effects to this surge in technological integration into business communications. Some studies have shown a decrease in productivity over the long term due to an "always connected" lifestyle fueled by easy access to information.

The Egyptian Red Sea vs. other worldwide destinations.

- Water covers about 71 percent of the Earth’s surface:

Only about three percent is fresh water and three-quarters of that is frozen in the polar ice caps. The rest is contained in the ocean. Water covers about 80 percent of the southern hemisphere, compared to 61 percent of the northern hemisphere.

- Much of the diving in the Red Sea begins in Egypt. Located in northeastern Africa, Egypt touches both the Mediterranean and Red Seas. An ancient wonderland, Egypt is every bit as interesting to explore above the water as the Red Sea is below the water.

Why Egyptian Red Sea vs. other worldwide destinations?

The Egyptian Red Sea is:

- A long, thin body of water situated between the Arabian Peninsula and Africa.

- The Red Sea is an epic scuba diving destination. From wrecks to reefs, there is hundreds of amazing dive sites beneath its sparkling surface.
- Anyone who has held an Open Water certification for a while will recognize the famous underwater locations. Such as Ras Mohammed Marine Reserve, the SS Thistlegorm or Yolanda Reef. “This scuba diving destination is really a must dive”
- In terms of diving, the Red Sea is full of life. From pelagic, like the oceanic white tip, down to macro species, like colorful Nudibranchs, diving Egypt will make your log book look like a veritable who’s who of marine life.
- Diving is possible year-round. Although be aware that water temperature and marine life changes from season to season. In particular, water temperature ranges from 20 degrees C (68F) in the winter to 29 degrees C (85F) in the summer. And air temperature ranges from 20 degrees C (68F) in January to 36 degrees C (97F) in July.
- The Northern Red Sea is considered by CEDAM to be one of the 7 Underwater Wonders of the World.
- The Red Sea is sometimes referred to as the "Underwater Garden of Eden.”
- The Red Sea gets its name from red algae. When this algae is in bloom, the water occasionally turns slightly red.
- The salinity of the Red Sea is amongst the highest of all oceans in the world at 3.6 to 3.8%. You might need to adjust your weights accordingly.
- Some archaeologists believe the Gulf of Aqaba is where Moses crossed the Red Sea. In addition, Saint Catherine's Monastery on Mount Sinai is believed to be built where Moses received the Ten Commandments.
- The Red Sea is home to over 1200 species of fish and 250 species of coral. Of these, 17% of the fish species and 8% of the coral species are endemic. (**species** that are native to the **Red Sea**)
- 40% of the Red Sea is shallower than 100 meters / 330 feet. And 25% of the Red Sea is less than 50 meters / 164 feet deep. That’s a lot of area within recreational limits!
- The Red Sea is the northernmost tropical sea in the world, because its waters cross the Tropic of Cancer.

Why the ISO?

Recreational diving services — Requirements for recreational diving providers:

INTERNATIONAL ISO STANDARD 24803 ISO

- **ISO**: is an internationally recognized certification which ensures quality of products and services of a company. Being **ISO** certified has lots of benefits to corporations.

Some of these benefits include but not limited to:

- **Increased Credibility and Recognition**

ISO certification is issued by International Organization for Standard and is accepted worldwide. Therefore, having ISO certification increases the value of your company against your competitors as well as increases your status among your clients.

- **Increased Revenues**

Since your company is **ISO** certified, it means your quality has been testified. Therefore, you can use this as an advertising point and price your products accordingly. Having more quality products will also help you gain more customers.

- **Improved Consistency**

ISO helps you increase the control of your business processes and the more you control your business, the more your consistency increases. Increased consistency means your customers are getting the same service or same products every time they are making business with you.

- **Increased Customer Satisfaction**

Customers will know that your services will always have quality and that, they will work. They will know what to expect from you. Therefore, you will get less complaints and more satisfied customers.

- **Empowered Employees**

ISO certification requires the training and development of your staff being maintained. Also, it provides the necessary tools for them to do their jobs such as procedures, Instructions and metrics. As a result, your employees will be more knowledgeable of what they are doing and since they will keep getting trained, their careers will improve. As you can see, there are many benefits of being ISO 24803 certified. However, getting the certification is not easy and there are some costs associated with it.

II- Technical Manager Duties

Key Points:

- Recruiting.
- Personnel training, evaluation and corrective measures application when needed.
- Job assigning and delegation.
- Equipment acquiring, inventory and proper maintenance.
- Sales & Marketing involvement.
- Reservation and transportation of clients.
- Health & Safety of clients & employees.
- Quality control.
- Profitability.
- Owner – Technical manager relationship.

Recruiting

A business' most important asset is its staff, therefore, an owner or manager must make the right decisions when hiring, training or Reducing staff this. Chapter covers these issues, as well as contract labor, salaries, benefits and personnel problems. The information in this chapter is tailored for dive businesses whenever possible. There are, however, several books and references on the market that give excellent general guidelines for retail and other business, and some of these are listed in this chapter's bibliography.

Hiring:

Hiring the right staff is one of the most important steps in running any business. The right staff can implement the business strategy and goals and the wrong one can potentially harm them. Except for certain areas, such as bookkeeping, a dive business requires staff Members who not only have strong customer service and sales skills, but diving knowledge as well.

These are some steps to consider when planning hiring new staff:

Hiring the Instructional Staff:

The instruction level at the facility -- Is the business an IDC facility or does it plan to become one?

Candidate versatility -- What kind of sales training do these candidates possess? What's their attitude on selling equipment and Travel?

Can the candidates travel and work weekends if required?

Do the candidates have the necessary social and professional skills to fit the business' image and expectations? Do they have the necessary experience for specific business projects?

These criteria may not fit every business or individual. Therefore, an employer should define his own goals to successfully recruit and Hire the right individuals for the all-important instructional staff.

Hiring the Sales Staff:

Just as we explained in the Diver Education chapter, equipment sales and diver training go hand in hand, potentially giving instructors an edge on the sales floor. Having instructors as salespeople adds credibility to the sales process, and an employer should note this when hiring the sales staff.

That's not to say that all the sales staff must be instructors and Dive masters. A good salesman who doesn't dive may be just as effective as one who dives; so a dive center shouldn't pass up hiring a Good

salesman just because he doesn't dive. After all, the dive center is in the business of teaching people to dive.

Some of the criteria in selecting the right sales staff include:

- The applicants' attitude on sales and customer service
- The applicants' previous experience in sales and customer service. While this may not be a prerequisite, it helps to find out what experience the candidates possess, if any.
- Ensure the candidates have basic skills, such as simple arithmetic, writing and organizational abilities.

Hiring the Operations Staff:

The operations staff is responsible for various tasks such as maintaining the books, payroll and other paperwork. Operations may also include facility maintenance and cleaning.

- Standards to consider when hiring the bookkeeping staff include:

- Are the candidates up-to-date on the latest tax and payroll regulations?
- Are they familiar with labor laws and regulations?
- Are they trustworthy? Do they have good references?

A business may also contract an outside vendor for some of the operations tasks. Some operations staff members have little contact

With the public, but they're an essential part of a business. "Help Wanted" ads are one venue to advertise for these positions.

Hiring Independent Contractors:

- Many dive businesses have adapted or developed specific contracts for this occasion. This agreement (Independent Contractor Instructor store Agreement)

- Independent contractors and employers are expected to follow the guidelines of the agreement, otherwise it's voided. A training or Probation period may be useful to find out if these contractors fit the program or not.

Personnel training, evaluation and corrective measures application when needed

• **Training the Staff:**

A dive business may hire the most qualified personnel, and lose them, or have them perform poorly because of lack of training or Guidance, Even the most qualified or experienced instructors or salespeople need some form of introduction to the business' operations and procedures.

- Training manual ensures that all employees are trained in the same manner. The manual can cover areas such as customer service, Sales, professional appearance and conduct, paperwork, conducting and selling scuba courses, and course logistics.

- The training manual can also include pertinent information, such as customer service, sales and rental procedures that an employee must follow.

There are some basic training guidelines that help employers and employees alike maximize the training process. Some of these Are:

- Effective training requires small steps *This is much better than overwhelming new employees with information they are vaguely Familiar with.*
- Chronological training. For example, *it is more effective to teach new employees to finish tasks that they'll encounter immediately, And delay the training for tasks that will follow.*
- Training should be continuous, but not boring.
- New employees should feel productive, even on the first day. New hires should have a chance to succeed and finish tasks as early as Possible. This gives them early positive reinforcement and confidence.
- Assess mastery at every phase of training. This can be done by role-playing, or by actually accomplishing tasks properly. All employees should undergo customer service training to ensure their effectiveness in a retail environment. This includes specialized and consistent training in acknowledging and greeting all customers, offering good advice and service, and finding solutions for customer needs and problems.

- **Performance Evaluations for Staff**

- **Types of evaluations:**

Annual Evaluations — the Annual evaluation covers the calendar year (January 1 through December 31) and is the evaluation period used for all staff who are not serving on a probationary period.

Probationary Evaluations — A probationary evaluation covers the probationary period when an employee begins a new position. The probationary period is typically 6 months long, but can be extended by Human Resource Management (HRM).

Special Evaluations — A Special Evaluation covers a defined period of time as established by the supervisor in conjunction with HRM. An employee can be placed on a special evaluation at any time. An employee who is placed on a special evaluation will be notified of the duration and due date at the time a Special Evaluation period begins.

-The objectives of the performance evaluation process for Staff Performance Evaluations are to:

- Provide employees with feedback to improve or maintain job performance
- Identify areas for employee development
- Set performance standards and goals for the next review period
- Recognize job-related accomplishments
- Enhance communication and working relationships

Job assigning and delegation

First of all, the manager has to figure out the criteria that will be used for job allocation. If there are unique roles in the group that is being managed, this is not an issue because it is well known who can do what, and employees self-select into jobs. Here is how I have seen this work well (example job is that of competitive product analysis)

- You announce in the regular team meeting that you have been asked to get a competitive analysis done for your product in next 2-3 weeks and submit to business unit manager.

- Ideally, if your team is motivated and career-conscious, you will get some inquiries for more details in the same meeting or right after that. If neither happens (or even if it happens), you should walk around and try to get some people interested (including those you think might be suitable for this job).

- In the next meeting, schedule some time to discuss this topic. Explain more details and ask if anyone is interested, and if so, why do they think they will do a good job. This may bring in more questions, insights and clarifications which others may respond to as well, thus sparking some good discussions. Either way, you will get a good sense of who will have time and will be good fit.

- After the meeting, reflect on the discussion, make up your mind about the assignment (after all, you are accountable for this task and hence you have to decide carefully), and talk to the person to make sure he/she is fine with this. You should also explore the possibility of making this a team work and get some (or all) of others who expressed interest involved in the job This is also a good way to understand the strength and interest map of your team, and over a long period, this can be used to plan your leadership development and even succession planning.

Task delegation

- Why is delegation necessary for a dive operation manager?
- Why do managers have a hard time delegating?
- What to delegate?
- How to delegate?
- How to follow up?

Why is delegation necessary for a dive operation manager?

The higher up you move in a dive operation, the more effectively you need to delegate. Successful delegation involves turning the right tasks over to the right people for the right reasons, with the resources and authority to act. It requires giving employees enough information, authority, and resources to get the job done the way it needs to be done. There is a lot of people misunderstand delegation and think that it is simply ask someone else to do the job for you, but delegation goes beyond just handing off the job. It includes setting performance expectations, following-up, and providing feedback.

- Delegation allows you to devote energy to more important tasks. You probably have a range of tasks and duties, some of which are more important or engaging than others.
- Delegation gives employees necessary opportunities to grow in skill and experience. This is important for the company's long-term success. Say, for example, that a base leader is promoted to become a regional manager for several dive centers.
- The ability to delegate is important for your own advancement. As you move up in the dive company, the managers above you watch to see not only whether you get the job done, but also how you get it done. They want to see what management skills you have, especially your ability to act strategically, with a focus on future planning and innovation. Delegating skills are essential for demonstrating that you can work at this higher level.
- Some employees may be better at some jobs than you are. It's no reflection on you: Different people simply possess different skills.
- You are overworked, stressed out, or getting behind. When you are behind, your employees may also be behind. They may depend on you for getting certain tasks done, and if you miss, so will they.

Why do managers have a hard time delegating?

You would think that one good thing about being the boss would be the chance to hand off some of the work to other people. Yet overworked managers frequently need to be reminded that they could be delegating some of their tasks.

If you find yourself overworked, and still doing most of the work yourself, it may be for one of the following reasons:

- **You are a perfectionist.** You know your employees are competent, but you feel certain that you can do it even better. Some managers actually compete with their employees whether they are aware of it or not.
- **You feel you have to protect yourself.** You know your employees don't know how to do certain things, or at least not well enough. If they do a poor job, you'll look bad and may not get a raise, bonus commission or promotion. This is not an unreasonable fear, but the answer lies in effective training and delegation, not in trying to do all the work yourself.
- **It takes too much time to explain and follow up.** It's just easier to do it yourself and get it right the first time. But this creates a scenario that is almost sure to fail eventually. Employees become more and more dependent, and less able to act on their own. Research shows that employees become disengaged and unmotivated when managers don't delegate effectively.
- **You enjoy doing those tasks.** You don't want to give them away. You just wish you had enough time to do them all. Managers that continue to feel this way and do not gain enjoyment and satisfaction from watching their employees succeed sometimes find themselves happier in roles where they work as individual contributors.

- **You're new in the role and still don't feel comfortable imposing on others.** Not long ago, some of these people were your peers, and you feel uncomfortable telling them to do your work for you.

- **You are concerned that employees are already working too hard and you are reluctant to assign more work.** You may be worried that you will overload employees, which will lead to more missed deadlines as well as general dissatisfaction.

All of these “reasons” for not delegating only perpetuate your problem. And they overlook the important fact that, even if your employees cannot carry out some task as well as you can, some of them could learn to do so, or at least to do it as well as required.

What to delegate?

- Review what tasks you are doing and how long you spend at them. When a task is scattered throughout the day or week or month, you may seriously underestimate how much time you spend at it.

- Remember, when you're doing the work, you're not managing the work. Instead, you're attending to tasks that could well be handled by qualified, lower-cost people. This is referred to as division of labor, a key management principle that suggests that work should be done by workers best qualified to do it at the least expense to the organization.

Tasks to delegate:

- **Delegate tasks you do over and over.** You've probably mastered them, but employees could learn new skills by doing them.
- **Delegate a less-than-essential task that requires skills you don't currently have.** Although learning a new skill may be fun and interesting, it can take a lot of extra time. Why not let one of your employees become the expert in that task?
- **Delegate tasks that don't have immediate deadlines.** These provide good opportunities for employees to learn without too much pressure. Your employees may learn critical project management skills.
- **Delegate a task to an employee who has shown a particular interest in it.** Start teaching the employee how it's done by delegating some or all of it.
- **Delegate a task to an employee who needs to work on a skill in that area.** This could be anything from not being organized the paperwork for the courses to organizing training material, to inability to filling the registration forms with new customers. Use delegation, with plenty of support, to help the employee overcome this obstacle and enjoy a better chance for advancement.
- **Delegate tasks that will prepare employees for positions the company needs, or will need, to fill.** Your organization's ability to attract and retain the best people will depend, at least in part, on the number of opportunities for advancement employees receive. Delegation can provide excellent opportunities for workers to develop their careers.

- **Delegate tasks to fill gaps in your employees' present capabilities.** For each employee, analyze the gap between his present capabilities and the positions to which he might like to advance.

What not to delegate?

Not everything is appropriate for delegation. Do not delegate a task that is so unpleasant, demeaning, or risky that you wouldn't want to do it yourself.

Similarly, don't assign tasks to employees where there is a significant mismatch between the project requirements and the employee's capabilities. Work that is clearly your responsibility - a crisis, something that is confidential, or personnel issues -- are best handled by you. Also do not delegate anything your manager has asked you to handle yourself without first checking with your manager. Finally, do not delegate anything that can be eliminated. All too often, work continues to be done because it has always been done. If you set aside time to review your different department's work, you will probably find opportunities to streamline processes and procedures so that you can focus more energy on initiatives most critical to organizational success.

How to delegate tasks?

Here are suggestions on how to delegate:

- *Give a clear description of the task. This includes:*

- What you want done (requirements)
- When you want it done (deadline)
- Assignment parameters (scope of authority)
- Why you want it done (purpose and how it fits into overall goals or objectives)
- Available tools and resources

- Possible challenges or obstacles to consider:

- Specify what you expect the employee to learn. You might say, "I'm turning this over to you so that you can learn more about boat management."
- Ask your employee for his ideas on how to proceed. This would include the timeline and the resources needed.
- Provide the appropriate resources. Delegation without proper tools, resources, information, or authority to act will almost certainly fail.
- Make clear what level of authority you are giving your staff. Does he have to check with you before spending money, before talking to people outside the dive operation, before contacting customers?
- Try to delegate complete jobs, rather than portions of jobs this gives employees the chance to come up with creative solutions from start to finish and feel a sense of ownership and pride about their work.
- Remember that you are delegating responsibilities, not methods.
- Be clear about performance expectations and behaviors.
- Agree together on a plan, with steps, milestones, and points of supervision and approval along the way. Be sure to agree on how often you'll meet for updates.

- Express confidence in your employee’s abilities. Research shows that people live up to or down to our expectations.
- Use factual feedback when pointing out areas for improvement. Focus your feedback on actions, not personality. This will reduce defensiveness and ensure that employees really hear your input. Be objective, mention matters of fact when describing any performance gaps. Make sure that you also give the employee credit for all that went well with the assignment.
- Ask the employee to reflect on “lessons learned.” Regardless of whether a mistake occurs, it’s important to encourage the employee to digest his or her experience. “What would you do differently?” “What did you see as critical factors for the success of the project?” “What are the two most important insights you’ve gained from this experience?” “Learning” questions like these will help the person apply learned experiences to other situations. However, questions such as “Why didn’t you use these data?” are often perceived as accusatory and raise defensiveness while blocking learning.
- If employees feel they can’t afford to make mistakes, they’ll be too cautious and defensive to learn much from the tasks you delegate.
- If employees feel they need to hide their mistakes from you, those hidden mistakes will undermine your group’s success and productivity. You may find out about errors too late to correct them or to avert serious consequences.

Equipment acquiring, inventory and proper maintenance.

Manager is the personal charge of equipment used by a business or organization. Their duties include purchasing, maintenance, repair, inventory, transportation, storage, cleaning, and liquidation. They are responsible for providing the proper equipment for the job, either on-site, or off-site.

Inventory help in:

- Tracking and forecasting tools that use selectable algorithms and review cycles to identify anomalies and other areas of concern.
- Inventory optimization: purchase and replenishment tools that include automated and manual replenishment components, inventory calculations, and lot size optimization lead time variability management.
- Safety stock calculation and forecasting
- Inventory cost management
- Shelf-life and slow-mover logic
- Multiple location support.

Day-to-Day Dive Center Maintenance

The store’s appearance requires the most daily maintenance of any aspect of the dive center.

Each day should begin with the staff entering the dive center through the same door the customers use and looking at what customers see. It’s a popular adage that a person has only one chance to make a first impression

The Compressor System

Regular compressor system maintenance generally includes changing filters and oil, and looking for trouble areas, much like other machines. Servicing a compressor system may be time consuming And expensive -- the store may need to purchase parts and it may take hours to perform the necessary service.

Enriched Air Systems

The growth in enriched air (Nitrox) diving adds to the complexities of a compressor system. To many retailers, enriched air appears attractive because they can charge substantially more for a fill over normal compressed air. However, due to the higher oxygen content of enriched air, compressor systems need a higher degree of cleanliness, special filtration, special materials, and special support equipment

Other maintains required

- **Regulators(yearly)**
- **BDC**
- **Tanks**
- **Other dive equipment**

Sales & Marketing involvement.

Marketing Strategy:

Effective marketing starts with a considered, well-informed marketing strategy. A good marketing strategy helps you define your vision, mission and business goals, and outlines the steps you need to take to achieve these goals.

Your marketing strategy affects the way you run your entire business, so it should be planned and developed in consultation with your team. It is a wide-reaching and comprehensive strategic planning tool that:

- Profiles your customers and your competition.
- Allows you to build a marketing plan and measure its effectiveness.
- Describes your business and its products and services.
- Identifies the marketing tactics you will use.

What are the 7 points essential to develop a marketing strategy?

Developing a marketing strategy that includes those 8 components will help you make the most of your marketing investment, keep your marketing focused, and measure and improve your sales results.

1- Identify your business goals:

To develop your marketing strategy, identify your business goals, so that you can then define a set of marketing goals to support them. Your business goals might include:

- Increasing awareness of your products and services
- Selling more courses so you become on the top of dive centers who teach courses annually.
- Reaching a new customer segment.

2- State your marketing goals

Define a set of specific marketing goals based on the business goals you listed above. These goals will motivate you and your team and help you benchmark your success.

Examples of marketing goals include increased market penetration (selling more courses to existing customers) or market development (selling existing products and services to new customers). These marketing goals could be long-term and might take a few years to successfully achieve. However, they should be clear and measurable and have time frames for achievement.

Make sure your overall strategies are also practical and measurable. A good marketing strategy will not be changed every year, but revised when your strategies have been achieved or your marketing goals have been met. Also, you may need to amend your strategy if your external market changes due to a new competitor, or if your products substantially change.

3- Research your market:

Research is an essential part of your marketing strategy. You need to gather information about your market, such as its size, growth, social trends and demographics (population statistics such as age, gender and family type). It is important to keep an eye on your market so you are aware of any changes over time, so your strategy remains relevant and targeted.

4- Profile your potential customers

Use your market research to develop a profile of the customers you are targeting and identify their needs. (Will be discussed in Researching customer's presentation with details)

The profile will reveal their buying patterns, including how they buy, where they buy and what they buy. Again, regularly review trends so you don't miss out on new opportunities or become irrelevant with your marketing message.

While you try to find new customers, make sure your marketing strategy also allows you to maintain relationships with your existing customers.

5- Profile your competitors

Similarly, as part of your marketing strategy you should develop a profile of your competitors by identifying their products, pricing and marketing tactics.

Use the competitive advantage to identify your UPS - what sets your business apart from your competitors. You may also want to identify the strengths and weaknesses of your own internal dive operation processes to help improve your performance compared with other dive operations that you are competing with.

6- Develop strategies to support your marketing goals

List your target markets and devise a set of strategies to attract and retain them. An example goal could be to increase young scuba divers customers. Your corresponding strategies could be to increase your online social media presence by posting regular updates about your product on Twitter and Facebook; advertising in local magazines targeted to young people; and offering discounts for students.

The PADI business academy will give you a great training and improve your ability to utilize social media presence.

7- Test your ideas In deciding your tactics, do some online research, test some ideas and approaches on your customers and your staff, and review what works. You will need to choose a number of tactics in order to meet your customers' needs, reach the customers within your target market and improve your sales results.

What is E-marketing?

E-marketing is using digital technologies to help sell your goods or services.

Although relatively new, E-marketing has greatly advanced the marketing strategies of many businesses.

E-marketing techniques and tools can include, but are not limited to:

- Personalized websites
- Blogging
- Social Networks (Facebook and Twitter business accounts)
- YouTube videos
- Email marketing
- E-newsletters

Your competitive advantage:

Your competitive advantage is what sets your business apart from your competition. It highlights the benefits a customer receives when they do business with you. It could be your products, service, reputation, or even your location. For example, do you offer training for disabled divers, personal instructor, or girl's only training?

How to identify your competitive advantage?

To identify your competitive advantage, you need to understand your competitors and your customers.

Ask yourself:

- Why do customers buy from us?
- Why do customers buy from our competitors and not us?
- Why do some potential customers not buy at all?
- What do we need to do to be successful in the future?

SWOT Analysis

What is SWOT Analyses?

A SWOT analysis is a simple tool to help you work out the internal and external factors affecting your business. It is one of the most commonly used business analysis and decision-making tools. A SWOT analysis helps you:

- build on strengths (S)
- minimize weakness (W)
- seize potential opportunities (O)
- Counteract potential threats (T).

To get the most out of a SWOT analysis, you need to conduct it with a particular business objective in mind. For example, a SWOT analysis can help you decide if you should introduce a new base for your dive operation or change your processes regarding one of the services you conduct at your dive facility.

A SWOT analysis is often part of strategic planning. It can help you better understand your dive business and work out what areas need improving. It can also help you understand your market, including your competitors, and predict changes that you will need to deal with to make sure your diving business is successful.

Reservation and transportation of clients

How a reservation system increases bookings for dive schools and dive centers?

With a reservation system or booking software for your dive Centre, you convert more website visitors into customers. Additionally, it is an efficient point of sale solution to manage walk-in bookings. Need we say more? Well, we can tell you a lot more about the possibilities with reservation software. Most importantly, how it helps you save time, while at the same time you increase your revenue and improve your service.

Why you need a reservation system for your dive business?

The first and main reason to have a reservation or booking system is to increase sales. A booking system allows your customers to book directly through your website using a well-designed booking form. It is easily integrated into your website and makes it simple for your guests to book within a few clicks. This is an absolute prerequisite in this age as holiday-makers are increasingly time-poor and impatient. You are losing customers if you do not have the direct booking option.

There are three other reasons to have a reservation system for your dive business:

- You are able to compete with competitors: your customers will be comparing your website to five other websites when making a booking. You have to make sure you offer an easy online booking experience.
- You save time with a direct booking form: by offering a form on your website, you have reduced two unnecessary email exchanges already - firstly thanking the customer for their enquiry and secondly the inevitable need to ask for more details about dates and products.
- You get to build your customer database: a direct booking form allows you to automatically capture the email addresses of your customers for statistical and marketing purposes. If you are integrated with a booking system such as booking layer, the customer data will be stored in your account and can even be imported straight into your Mail Chimp list.

How a reservation system works for your dive center:

Sell diving activities, rental equipment and accommodation in one package or as stand-alone products:

Let us take the example of one of our Booking layer dive clients to show the potential of what a booking system could look like for your dive business - a dive resort who not only sells dive courses, scuba diving and snorkeling trips but also accommodation.

When you click the 'Book now' button on the homepage of the dive resort you get to the booking form. This is what we call the 'front office' of the booking system.

Transportation:

-Transportation is sometimes to blame for a company's inability to properly serve customers. Late deliveries can be the source of service problems and complaints.

- However, when a company performs on time with complete and undamaged deliveries consistently, this can instill customer confidence and gain business for the company. When a company instills confidence in service performance, it can make customers more reluctant to succumb to competitors' bids to steal business away through clever promotions and reduced prices.

What to consider when organizing the transfer of tourists?

- Tourists are transported through legally licensed touristic transport companies not public transport companies
- Sometimes security clearance before departure is important
- The means of transport must be clean, comfortable and safe

Health & Safety of clients & employees

SCUBA diving is a long established recreational activity with a safety record comparable to other adventurous sports. In recent years, there has been an increase in “technical diving” using mixed gases and re-breathers.

This has increased the risk, and has resulted in a change in the type of accidents being investigated by inspectors. Recent inspections and accident investigations have highlighted the consequences of poor planning, inadequate risk assessment and the failure to prepare for emergencies. This is being addressed through information and advice via the training agencies, but there is a need to reinforce this educational approach with site inspections and, where appropriate, enforcement action.

How do you develop a health and safety policy?

Here you will find what you need to develop an effective program that will prevent injuries and illness in your workplace.

- Create health and safety policy.
- Conduct regular inspections.
- Develop written safe work procedures.
- Orient new and young workers.
- Educate and train your employees.
- Hold regular health and safety meetings.

Why is a health and safety policy important?

Health and Safety is **important** because it protects the wellbeing of employers, visitors and customers. Looking after **Health and Safety** makes good business sense. Workplaces which neglect **health and safety** risk prosecution, may lose staff, and may increase costs and reduce profitability

Quality Control

Quality control (QC): is a procedure or set of procedures intended to ensure that a performed service adheres to a defined set of quality criteria or meets the requirements of the client or customer.

What is the role of quality control?

Every person involved in making a product is responsible for making it a quality product. Quality departments, such as **Quality Control (QC)** or **Quality Assurance (QA)** cannot inspect quality into the product. The Quality Departments exist as an audit function within the manufacturing and packaging areas

What is the difference of QA and QC?

The **difference** is that **QA** is process oriented and **QC** is product oriented. Testing, therefore is product oriented and thus is in the **QC** domain. Testing for quality isn't assuring quality, it's controlling it. **Quality Assurance** makes sure you are doing the right things, the right way.

How do you maintain quality control?

Benefits of Using Quality Control in your Dive center:

- Increase customer loyalty.
- Gain repeat business.
- Gain new customers from referrals.
- Maintain or improve your position in the market.
- Improve safety.
- Reduce liability risks.
- Contribute to overall positive branding of your service

How do you improve quality?

Here are five tips to improve quality fast:

1. Measure and Measure Some More.
2. Focus on Process, Not People. Every employee comes to work to do a good job. ...
3. Meet Weekly. Initially the meetings will be long and tedious. ...
4. Create a Quality Chart.
5. Make It Public. Place your quality results in your lunchroom.

What are the steps in quality control?

Though there are many steps in the implementation of a Quality Assurance System, the following five steps are essential:

- Step 1: Identify Organizational Goals. ...
- Step 2: Identify Critical Success Factors. ...
- Step 3: Identify Internal and External Customers. ...
- Step 4: Customer Feedback. ...
- Step 5: Implement Continuous Improvements

How can we improve QC department?

Improving Quality Control: 5 Ways to Improve Manufacturing Quality Control

1. Build Proper Processes. Quality control starts with processes.
2. Keep a Clean Workspace.
3. Hold Unscheduled Equipment Use Tests.
4. Identify Essential Spare Parts.
5. Ensure Managers are Properly Trained.

Profitability

Targeting Success

- Equally important is making sure the business you get is financially worthwhile
- Profit – the money left after expenses
- Proper planning and a clear understanding of expenses is critical
- Know how to price products and services appropriately – look at the whole picture
- Avoid a losing situation

What do you need to consider when pricing a scuba course?

- **Consider – long-term(equipment depreciation) and short-term costs(direct cost)**
- **Then, add profit**

Some options to increase profitability

Maintaining the equipment periodically to minimize cost of repairs

Distributing the cost of boat rentals or any other expenses on the number of participants (increasing the number of attendees per course not 1:1, not using the boat with a small number of clients "share with other legal service providers")

Employing multi lingual and multi-specialty instructors to minimize the number of instructors (an instructor conducting a course for clients with different languages)

Offering Continue education instead of dive experience only (e.g. turning intro dives to courses)

Owner-Manager & Principal-Agent Conflict



In order to have a successful working relationship between manager and the owner of the business there are several very key actions which **MUST** be established AND maintained.

If these actions are dropped out or start to be neglected you can rest assured that the result will be disharmony and strife, followed soon after by decreasing profit.

First and foremost the owner and the manager must have a written agreement as to scope of work. In simple, concise form the duties of the manager must be delineated. This agreement is **NOT** a description of how to actually **DO** each duty, but rather serves as a list of what the duties encompass.

This basic agreement should also include such details as hours of work, pay and any bonus.

NEVER leave any of these details vaguely stated, or even worse, **NEVER** make any verbal agreements on these points. Both sides should have signed copies of any agreement made as to scope of work, hours and compensation.

Once this is complete it is expected that both parties will actually follow the agreements. For example, if the owner has delegated the hiring of staff to the OM then the owner simply lets the manager do the function and does not butt in or micromanage the process. Another example would be if the owner has **NOT** delegated the duty of advertising and marketing to the manager, yet the OM is making and signing agreements with various vendors, committing business monies to marketing programs without approval from the owner.

In short, the owner would not ever chastise the OM for not handling duties not previously delegated to the manager and the manager would not ever exceed his or her level of authority.

Roles and duties

Based on any simple Organizing Structure the owner of the business sits at the top of the command chart. We could say the owner is the CEO, or President or whatever, but they are at the very top of responsibility and oversight. Next as we move down the organizing scheme, we would have the manager. The manager is answerable only to the owner and carries out the duties assigned by the owner.
