



SUSTAINABLE AND TECHNOLOGICAL
APPROACH TO RETHINK TOURISM

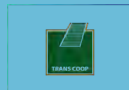
Start



The Start Training Programme

Research document

Project Code: 2022-1-IT01-KA220-VET-000088750



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Title of the project S.T.A.R.T. - Sustainable and Technological Approach to Rethink Tourism

Agreement n. 2022-1-IT01-KA220-VET-000088750

Authoring Partner TRANSCOOP, CONFORM S.c.a.r.l. with the contribution of all partners

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Date	Version	Author	Description
04/01/2023	1	Conform S.c.a.r.l.	Draft
15/05/2023	2	TTO, SVEM, APREDIN, CCSEV, TRANSCOOP	Inclusion of Validation Workshop results
31/05/2023	3	TRANSCOOP AND CONFORM S.c.a.r.l.	Final Version

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The project

Post-Covid-19 tourism will be very different from the one we knew until then and, as in all revolutions, a scenario of transformations is opening up that will reward those players and destinations that know how to seize opportunities, cooperating in synergy, to prevent the obsolescence of workers' skills and to map out the operating methods of a sector that must now increasingly offer smart solutions.

And that's where the **"S.T.A.R.T. - Sustainable and Technological Approach to Rethink Tourism"** Project, code 2022-1-IT01-KA220-VET-000088750" comes in!

START is a two-year Project, running from January 2023 to December 2024, co-funded by the Erasmus+ Programme of the European Commission, implemented by a consortium of 8 partners from 4 EU Countries (Italy, Greece, Spain and Portugal) expression of VET, the Chamber and Local Development System, Destination Management Organisations and Innovation companies.

- CONFORM S.c.a.r.l.
- Sviluppo Europa Marche S.r.l.
- Fondazione Organismo di Ricerca GTechnology
- Thessaloniki Tourism Organisation
- Agency for Transnational Training and Development
- Associação Promotora da Rede Dinâmica XXI
- UNIVERSIDAD DE ALICANTE
- CAMARA OFICIAL DE COMERCIO INDUSTRIA SERVICIOS Y NAVEGACION DE SEVILLA

The project aims to prevent the obsolescence of tourism sector workers' green and digital skills and to map out the operating methods of the sector that must now increasingly offer smart solutions.

Partners are working together to support the personal and professional development of tourism workers in their countries through the co-design and implementation of a TRAINING PROGRAMME FOR GREEN AND DIGITAL UPSKILLING FOR TOURISM OPERATORS to guide and inspire them towards rethinking their business models in a circular key, exploiting new digital technologies.

The programme will be integrated by relative didactic tools consisting of OERs to acquire the target skills and a Green Tech-Infusion Toolkit to allow trainers, aligned in an international mobility, to guide operators in rethinking business models following alignment on green-tech infusion.



WP2 in a nutshell

Definition issues:

Digital transformation is the integration of digital technology into all areas of a business, fundamentally changing how you operate and deliver value to customers.

Sustainable development meets the needs of the present whilst ensuring future generations can meet their own needs. It has three pillars: economic, environmental, and social.

Sustainable digital transformation – the process of digitalisation of the economy in a long-lasting, green, and organic way. It should enhance transition to green and digital economy, built on two pillars: innovation of SMEs and their business ecosystems

Assumptions:

Research aimed at establishing training programme content on sustainable Digital Transformation. An innovative blended training scheme FOR THE GREEN and DIGITAL UPSKILLING OF TOURISM SECTOR OPERATORS, which should prepare companies to adjust to the virtual business environment and take advantage of participation in processes of sustainable digital transformation.

Model (as output of survey) will allow the indication of the profile of the trainees together with expected skills and qualifications, most significant topics related to sustainable digitalisation.

Based on this, we will establish a training programme (Project Result no 1 – WP2).

Results leaders:

TRANSCOOP

Method

The methodology covers the following steps:

- 1) Desk Research Review on the key issues – report
- 2) Recapitulation, identification of crucial topics (result leaders + CONFORM)
- 3) Elaboration of the draft version of the training programme
- 4) Validation Workshop (SVEM, TTO, CCSEV, APREDIN) – questionnaire (Appendix A)
- 5) Recapitulation of the validation workshop results
- 6) Elaboration of the final version of the Training Programme (result leaders + CONFORM) – final document

Target group

40 TOURISM WORKERS, giving priority to the female, young and non-EU segment, coming from different professional backgrounds and experiences, integrating travel agencies, accommodation facilities, in line with the need analysis carried out by the partners during the design phase of the START project initiative.

The target group will be selected on the basis of age criteria (favouring those under 35), gender criteria (giving priority to the female segment), and geographical origin (reserving a quota for workers from non-EU countries).

Stages

<p>Stage 1</p>	<p>Desk research review: We need a report covering the topics that we should include in our Training Programme. To do so, partners should review the identified 3 VET programmes/courses/plans already existing that tackle the same issue of the START project, i.e. digital transformation, sustainability, green transition, circular business modelling in the tourism sector.</p>
<p>Stage 2</p>	<p>Recapitulation Recapitulation of the desk research, preparation of the questionnaire for the focus group.</p>
<p>Stage 3</p>	<p>Co-design the TRAINING PROGRAMME (draft version) on the basis of what emerged, defining the macro-structure of the curriculum, identifying the main topics including a possible articulation in modules (title, short description including topics (units), expected learning outcomes in terms of knowledge, skills and competencies, length of the module, learning materials, learning methods, evaluation, literature)</p>
<p>Stage 3</p>	<p>Validation Workshops (SVEM, TTO, CCSEV, APREDIN) under supervision of TRANSCOOP) Gathering answers for the questionnaire elaborated (Appendix A)</p>
<p>Stage 4</p>	<p>Recapitulation Synthesis and analysis of validation workshops results</p>
<p>Stage 5</p>	<p>Elaboration of the final version of the TRAINING PROGRAMME (WP leader + CONFORM) The curriculum should be structured as follows: a) AIMS defined respecting the cognitive/operational/behavioural competence elements b) DIDACTIC OBJECTIVES recalling the target skills as the output of the training process, that are observable, measurable and documentable c) DIDACTIC ARCHITECTURE with the design of the modules d) PROGRAMME STRUCTURE e) METHODOLOGICAL STRUCTURE characterised by interactivity f) DEFINITION OF SELECTION CRITERIA g) PLAN FOR THE EVALUATION/CERTIFICATION OF THE LEARNING OUTCOMES containing: -subject and process/product standards to be evaluated - identification and evaluation/certification criteria and tools - timing of administration and restitution - learning outcomes assessment plan and measurement tools h) MACRO-DEFINITION OF THE DIDACTIC SUPPORT TOOLS with the identification of the thematic nuclei of the learning contents (OER) and of the macro-structure of the Green-Tech TOOLKIT and its constituent elements.</p>



Deadlines

Modification of the methodology:

- Feedback required from Partners: 20.01.2023
- Final versions of the Report Templates: 30.01.2023

Stage 1 Desk Research Review:

- Reports sent by G-TECH, UA, TRANSCOOP, APREDIN till 15.02.2023

Stage 2 Recapitulation of the Desk Research:

- Report sent by Result Leading institutions: 28.02.2023

Stage 3: Co-design of the draft version of the training programme

28/02/2023

Stage 4 Validation Workshop:

- Data collecting (all partners): till 01.04.2023

Stage 4 Recapitulation of the Validation Workshop Results:

- Report sent to TRANSCOOP: 15.04.2023

Stage 5 Elaboration of the final version of the TRAINING PROGRAMME:

30.05.2023



Problem identification and general needs assessment

The tourism sector suffered losses of around EUR 1bn per month in the EU alone, due to COVID. In the first four months of the year 2020, the EU experienced a dramatic 44% drop in international tourist arrivals compared to the same period in 2019. In 2020, job losses in the tourism sector ranged from between 14.2 and 9.5 million (UNWTO, 2021; EU Summary Notes, 2021). According to an OECD study on the economies of the most tourism-dependent countries, EL, PT, ES and IT are among the countries most at risk; they will lose a substantial part of their GDP, with damaging economic and social consequences. The successes and failures of EU countries in their responses to Covid-19 suggest that we should seize the opportunity to change the current model based on high consumption of ecosystem resources and a linear economy (take-make-dispose) to one characterised by low resource consumption and based on principles of the circular economy principles. Digital technologies can accelerate this process, enabling the growing pervasiveness of digital technology in modes of communication and enjoyment of a tourist experience that must increasingly integrate sustainable forms of tourism such as ecotourism, geotourism, pro-poor tourism, community tourism, and 'creative', immersive and interactive cultural tourism.

These trends, accelerated by the pandemic emergency, will undoubtedly also prevail in the post-COVID era, generating the need for companies in the sector to adapt and develop the green and digital skills of operators, to facilitate the adoption and use of new technologies, but also organisational change, process innovation and new business models, in a circular key (OECD, 2018c). The supply chain, therefore, requires the development of a more sustainable approach.

The main challenges to promote sustainable tourism development are related to: reducing the seasonality of demand, addressing the impact of transport, improving the quality of jobs, minimising resource use and waste generation, conserving and valorising the natural and cultural heritage, making sites accessible to everyone (especially the disabled), using tourism as a tool for sustainable development and digitising the sector (UNWTO, Sustainable Development).

This requires the adaptation of digital and green skills of operators, especially the less skilled ones (OECD, 2018c) to reduce the mismatch that impacts on the competitiveness of SMEs (EU 2020 Competitiveness Report). These evidences are in line with the EU Skills Agenda for Sustainable Competitiveness, Social Equity and Resilience (COM2020), the European Green Deal and the Osnabrück Declaration (2020) on VET that focus on the development of people's skills as a factor for recovery and transition to digital and green economies.



Target Group need assessment

The BENEFICIARIES identified by partners are profiles working in the tourism sector who come from different professional backgrounds and experiences, integrating travel agencies and accommodation facilities, with a set of needs attributable to rethinking business models in a circular way, exploiting new digital technologies.

According to Tourism for Green Economy, women make up 70% of the workforce in the sector and half of the workers are under 25 (ILO 2008). The 10th Federalberghi Tourism Labour Market Report (2018) shows that in IT the sector is female-dominated, especially the HORECA sector which, in addition to women (51%), sees the presence of young people between 15 and 29 years old (19%) and foreigners (22%). In ES, the sector is worth 7% of total employment, has a high percentage of women (Spain: The representativeness of trade unions and employer associations in the Horeca sector) low-skilled (Sánchez-Ollero et al. 2014; García-Pozo et al., 2012), high turnover, few promotion prospects, low pay and high seasonality (CasadoDíaz & Simon, 2016). In EL, the under-35s makeup 37%, the under-25s 13%. Vulnerable groups such as migrants and women make up 1/3 of the total (Skills developments and trends in the tourism sector, 2020, CEDEFOP). Women, young people and low-skilled workers also make up the sector in PT (IEFP, 2020).

For TRAINERS/EDUCATORS, the need has emerged to exploit the leverage of training in a human-intensive sector, using digital technologies as the driving force behind learning that becomes operational, to adapt the skills of operators, not disorienting them in the face of the green and digital transition but accompanying them from the bottom up to become agents of change, infusing them with incremental know-how. The adaptation of trainers' technical and methodological competences is the key to prevent the obsolescence of workers' skills (CEDEFOP, Professional development for VET teachers and trainers).

Here follows some statistical data on the employment in the tourism sector in partner countries.

Employment in the Tourism Sector in Italy

Here follows some general information on the Italian market based on data obtained from the annual Economic Impact Report (EIR) of the World Travel & Tourism Council and from the 14th report of the labour market observatory.

Tourism is a sector that particularly affects the Italian economy, in fact the impact of this sector on the national GDP was equal to 7% in 2021. Employment in this sector has been affected by the pandemic, falling sharply, more than in any other sector. In fact, the number of employees in 2021 dropped to 1,030,116 compared to 1,621,00 in 2019.

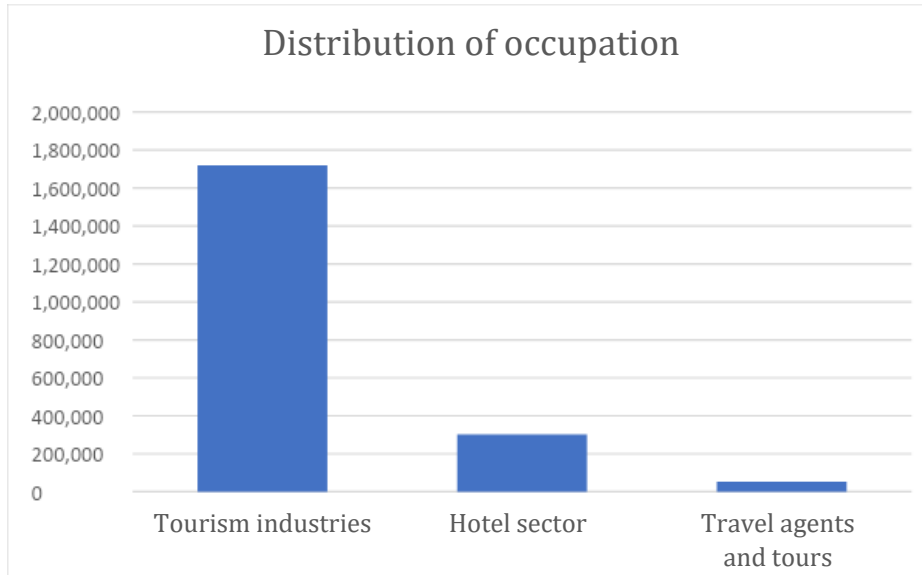
Activity strands

Considering the data for 2018, the employment balance was positive by 192 thousand units, largely due to the increase in the services area (+117 thousand). The positive balance of the "commerce, hotels and restaurants" aggregate was determined by the good performance of hotels and restaurants, which recorded an increase of more than 8 thousand employees.

Particularly important was the increase in the first and fourth quarters of the year, where the number of people employed grew in the tourism sector alone by 20 thousand and 15 thousand over the same period of the previous year.

Statistics at regional level

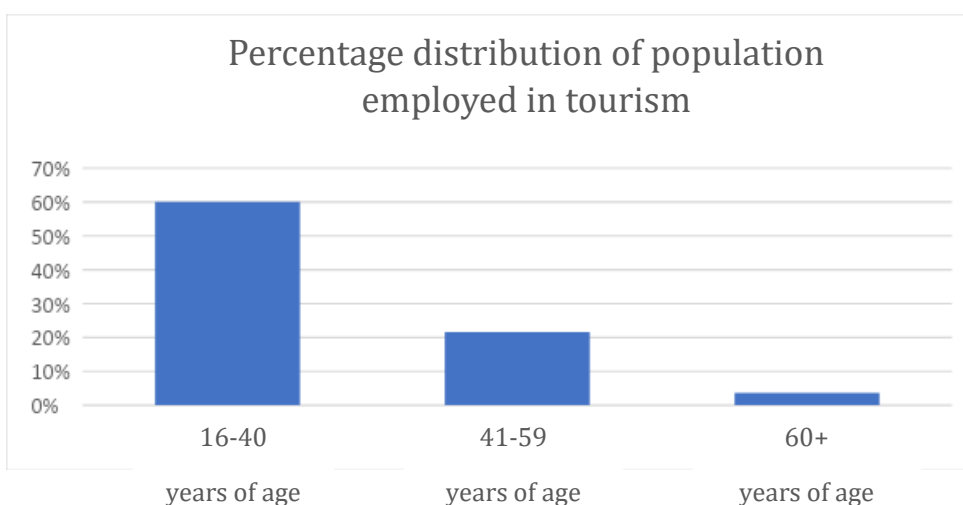
Alternatively, it is possible to use the classification of the study carried out by the European Union Office (Eurostat) in 2020, which distinguishes those employed, either directly or indirectly, in the tourism sector into employees in the tourism industries (over 1,719,370), in the hotel industry (301,700) and travel agencies and tour operators, which account for 52,263 people.



Age structures in tourism activities

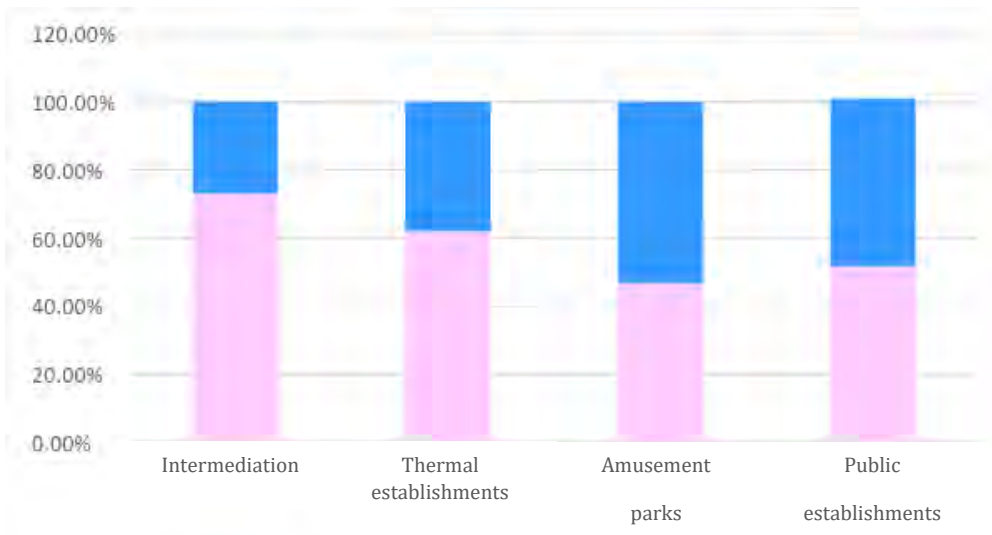
Tourism has a substantially young workforce. Approximately 60% of employees are under 40 years of age and 36.6% under 30. The over 60s constitute 3.6% of the total. However, the presence of workers in the intermediate age group is not negligible: 21.6% of employees are between 40 and 50 years old.

Regardless of the age group to which the worker belongs, catering is the branch that employs the largest number of employees. It should be noted that young people are the age group that is most unevenly distributed among the different branches of the sector, while the 45 and over age group is the one with the most balanced cast.



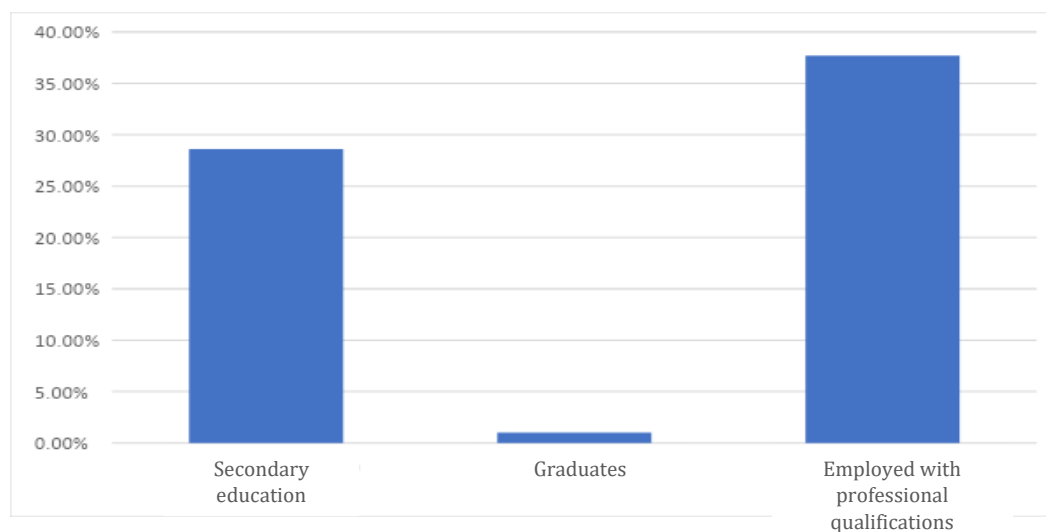
Gender structure in tourism activities

Employment in tourism is predominantly female. Male workers account for 47.1% of employees. The sector that attracts the most female labour is that of intermediation (travel agencies) with a share of 73.1% of the total. Female employment is also strong in spas (62%). In contrast, it is in amusement parks that one finds the highest relative share of male workers. In hotels and public establishments (bars, restaurants, bathing establishments, etc.) the role of women is crucial, considering that they account for more than 50% of employees.



People employed in the tourism industry by level of education

With reference to the level of education, 28.6% of the recruitment expected in tourism concerns people with a secondary or postsecondary diploma, with a significant gap compared to the rest of the sectors where these categories account for as much as 44.2%. The gap is even sharper if we consider only university graduates, who are scarcely in demand in tourism (1%) but are far from marginal in the economic system as a whole. On the other hand, tourism companies are more inclined to hire people with professional qualifications, who represent 37.7% of those planned overall.



Employment in the Tourism Sector in Greece

Economic Branch: Provision of services in the hospitality sector (accommodation and catering).

Age structure in accommodation and restaurant service activities between 2012 – 2021.

The dominating age groups of employees in the accommodation and restaurant services for the Q3 of 2021 are the 45 – 64 (37.5%) and 30 – 44 (33.1%).

Regarding the other age groups: 15-24: 14.2%, 25-29: 13.7%, 65+: 1.7%

However, the evolution of the age structure between 2012 and 2016 and 2017 and 2021 shows a dynamism in the age groups 15 – 24 and 45 – 64.

Employment Age Structure in the Accommodation and Restaurant Branches and its Evolution 2012 - 2021

No	Age group	Employment Age Structure in 2012 (Q3) [%]	Evolution 2012 – 2016 (Q3) [%]	Evolution 2017 – 2021 (Q3) [%]	Employment Age Structure in 2021 (Q3) [%]
1	15 - 24	8.3	+87	+31.9	14.2
2	25 – 29	15.5	+19.4	+0.8	13.7
3	30 - 44	46.7	+11.1	--7.4	33.1
4	45 - 64	28.2	+45.1	+31.6	37.5
5	65+	1.3	+57.3	+48.4	1.7

Source: INSETE

Gender Structure in the Accommodation and Restaurant Branches and its Evolution 2012 - 2021

No	Gender	Gender Structure in 2012 (Q3) [%]	Evolution 2012 – 2016 (Q3) [%]	2017 – 2021 (Q3) [%]	Gender Structure in 2021 (Q3) [%]
1	Men	53.9	+25.1	+7	51.4
2	Women	46.1	+33.1	+17	48.6

Source: INSETE

The branch Accommodation and Restaurant Services provides employment to population groups which normally have difficulties to enter other professional sectors (young people and people aged 45+) as well as women (employment of women in the sector higher than in the other economy sectors).

Employment in the Hotel Industry in the tourism season 2021

Work Positions covered/not covered / Work Positions per Department and Total

Department	Work positions acc. to organisation chart		Work positions covered		Lack in Personnel (Work positions not covered)	
	Count	%	Count	%	Count	%
Housekeeping	61.030	25%	48.048	25%	12.982	24%
F&B	57.062	23%	43.416	23%	13.647	26%
Front Office	40.077	16%	31.267	16%	8.809	17%
Kitchen	40.250	16%	31.502	17%	8.748	16%
Supporting Services	21.102	9%	16.277	9%	4.826	9%

Accounting services, Sales and Marketing and informatics	16.863	7%	13.101	7%	3.762	7%
Manager	7.739	3%	7.264	4%	476	1%
TOTAL	244.124	100%	190.875	100%	53.249	100%

Source INSETE

The professional groups with the highest share are those of housekeeping and F&B.

These are the groups with the highest % of uncovered work positions.

Employment in the Tourism Sector in Spain

We are showing general information on the Spanish market and a more specific one in Andalucía (our region) due to a lack of specific data in the Spanish market for the most recent years.

Employment in tourism in March 2022 was close to the pre-pandemic level, with 2,388,910 national insurance contributors, representing 99.4% of the number of registrations in the sector in the same month of 2019, according to data published by Turespaña (Tourspain, 2023).

Contributors in tourism activities accounted for 12.1% of the total number in the national economy.

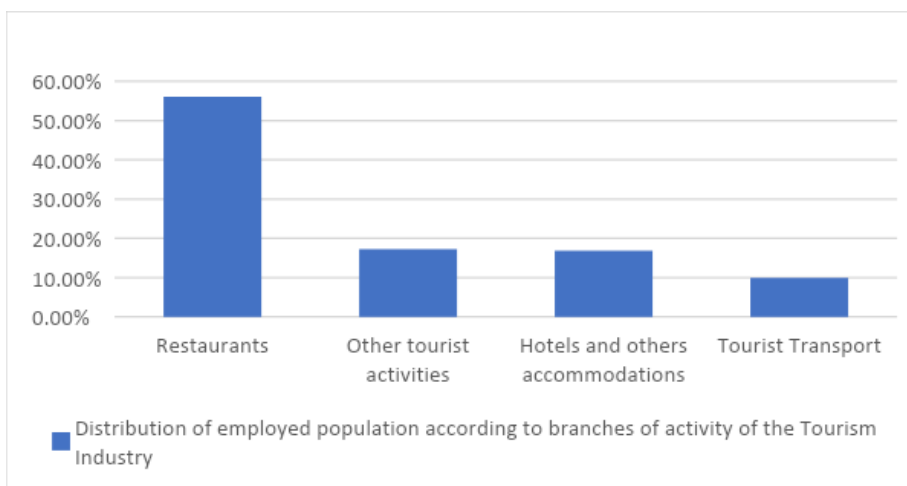
Branches of activity

The change in the number of contributors was positive across all branches of tourism: in hotels and restaurants the figure increased by 241,724 contributors (165,301 in food and beverage services and 76,423 in accommodation services); other tourism activities increased by 85,135, while in travel agencies there was an increase of 2,356 workers.

Self-employment in accommodation services (up 7.6%) and in travel agencies and tour operators (up 3.4%) also grew (compared to March 2019).

Statistics at regional level (2019)

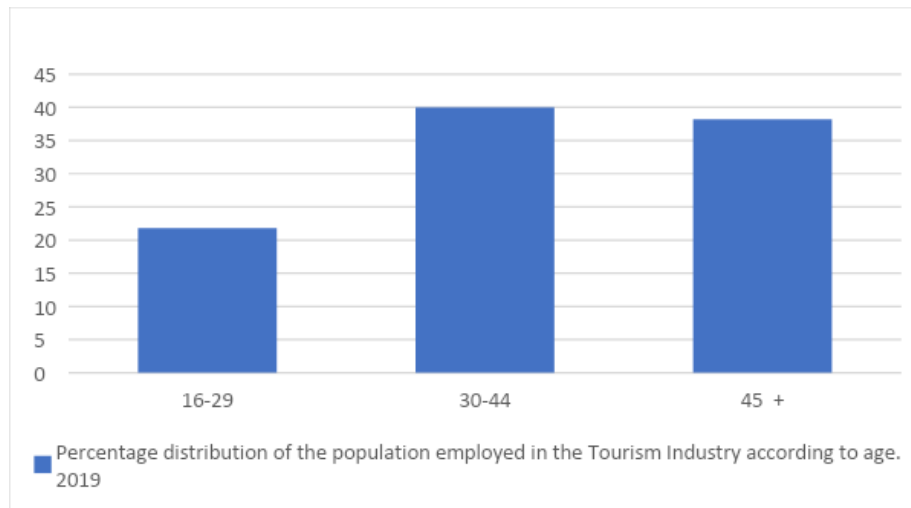
The main activities of tourism can be grouped into four large branches: Hotels and others accommodations, restaurants, tourist transport and other tourist activities. In the following graph, it can be seen that the branch that employs the largest number of workers in Andalusia is, one more year, Restoration, since this branch represents 56.1% of the entire employed population in tourist activities of Andalusia of the year 2019.



Age structure in Tourism activities between 2019

The distribution by age of the employed population in the Andalusian Tourism Industry in 2019 was made up of 21.8% of employed young men and women (aged between 16 and 29 years), 40.0% with ages between 30 and 44 years, and 38.2% over 44 years.

Regardless of the age group to which the worker belongs, Restoration was the branch that occupies a greater number of employees. It should be noted that youth is the age group that is distributed more unevenly among the different branches of the sector, while the group of 45 and over is the one that presents a more balanced cast.



Gender structure in Tourism activities in 2019

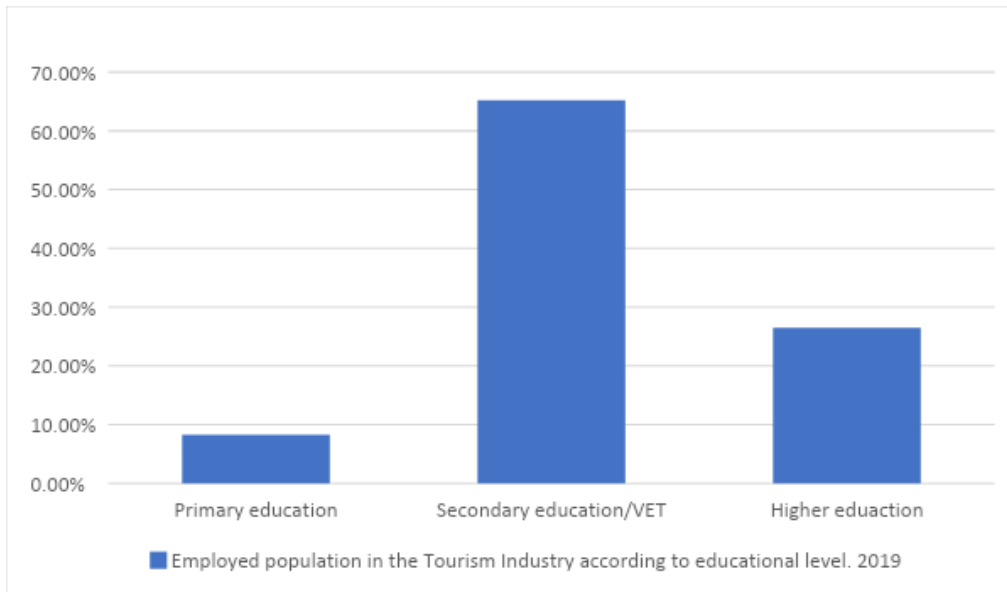


Employed population in the Tourism Industry according to educational level. 2019

In 2019, the employed population in the Tourism Industry of Andalusia was made up of 65.2% of employed men and women with a level of secondary education. 8.3% had a lower educational level (primary education or lower) and the remaining 26.5% had a higher education.

The Tourism Industry of Andalusia also stands out for its high proportion of workers with secondary studies, mainly to the detriment of the group that has a university education. Thus, the percentage of the employed population with average studies in the sector is usually each year between 10 and 15 percentage points higher than the percentage that this same educational level reaches in employment in the Services sector or

in the Andalusian economy, and the opposite occurs when comparing the quotas of employed persons with higher education. This particularity of the tourism sector is related to its special structure in terms of the type of occupations or categories of occupations that make it up and which in turn depend on the different needs for specialisation and professionalisation demanded by the different branches of activity in the sector.



Employment in the Tourism Sector in Portugal

In recent years, Portugal's tourism sector has witnessed rapid and consistent growth, playing a crucial role in stimulating the national economy and society. This report aims to delve into the multifaceted aspects of the tourism sector's workforce.

Key Points:

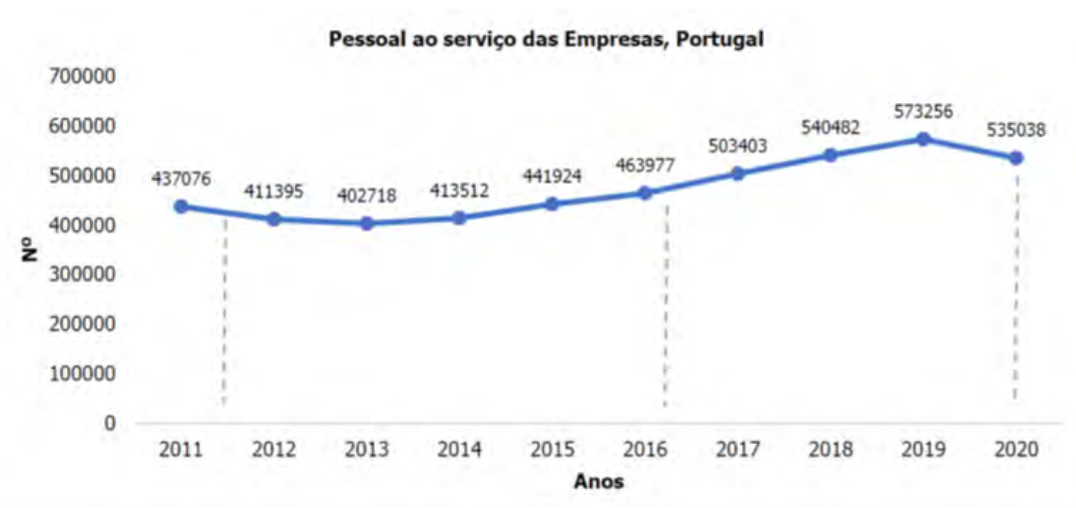
- Portugal's tourism sector's significant role in attracting revenue, creating employment, and catalysing development.
- The impact of various external factors contributing to the robust growth of the tourism sector, including geopolitical and social stability, as well as the resilience of the National Health System.
- The evolution of national tourism, marked by innovation and quality, and its positive influence on the sector.
- The crucial role of human resources in driving the success of the tourism sector, which is labour-intensive rather than capital-intensive.
- The developments in tourism education and training since the establishment of the first School of Hotel and Tourism in Lisbon in 1957.

SWOT Analysis:

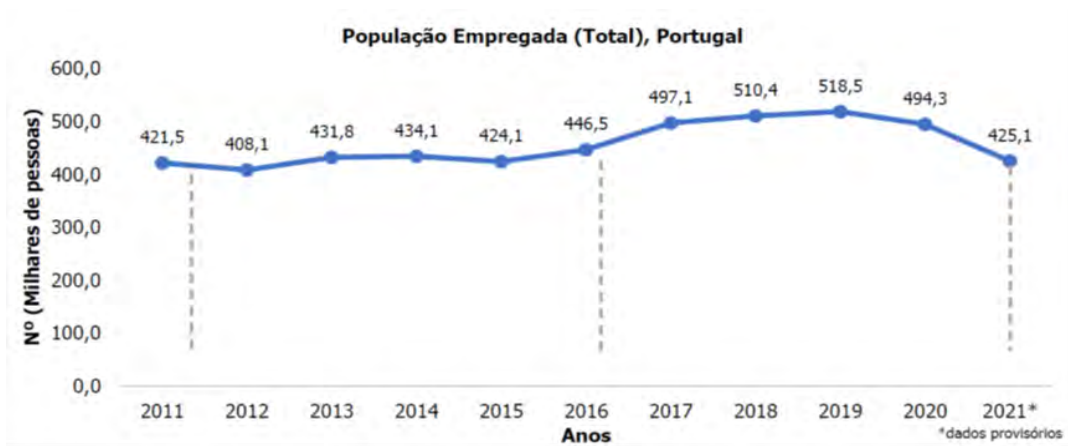
<p>Strengths</p> <ul style="list-style-type: none"> · Richness and variety of physical, climatic, ethnographic, historical, environmental, heritage, and cultural resources · Strong national and international visibility as a safe destination with a high-quality national health system · Positive evolution and innovation in national tourism · Quality human resources and a strong tradition of tourism education and training 	<p>Opportunities</p> <ul style="list-style-type: none"> · Continual improvement and innovation in tourism education and training · Potential for further expansion and growth in the sector, as Portugal continues to climb in rankings and win awards · Utilisation of new technologies and digital transformation in the sector
<p>Weaknesses</p> <ul style="list-style-type: none"> · Dependency on external factors such as geopolitical and social stability · Potential lack of sufficient human resources given the labour-intensive nature of the sector 	<p>Threats</p> <ul style="list-style-type: none"> · Political and social instability in the European region, affecting the flow of tourists · Future crises, such as financial or health-related, that could disrupt the sector's growth · Changes in global travel patterns due to factors such as climate change or the emergence of new tourist hotspots

Most important available data on the sector’s workforce (source: [Estudo do mercado de trabalho para o setor do turismo: relatório final \(turismodeportugal.pt\)](https://www.turismodeportugal.pt)):

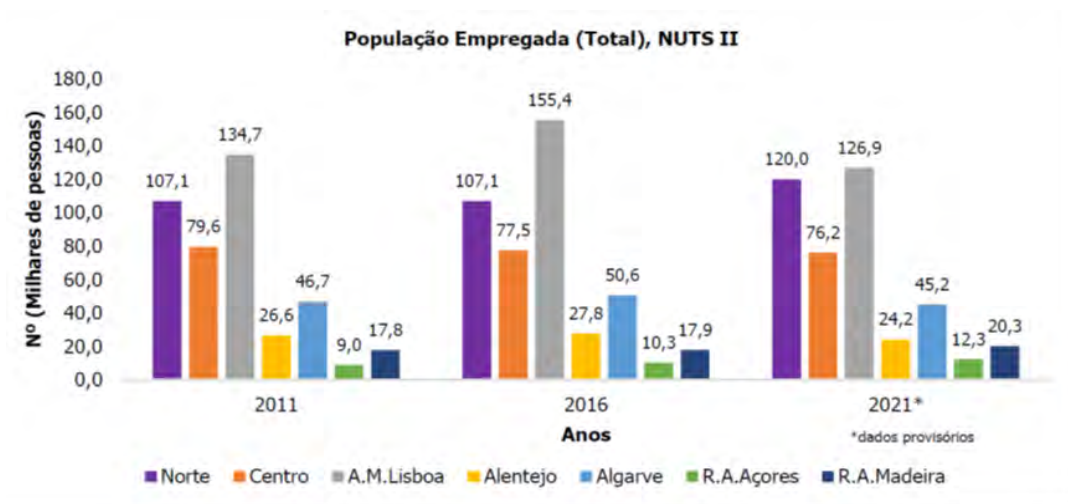
1. Employment in the tourism sector



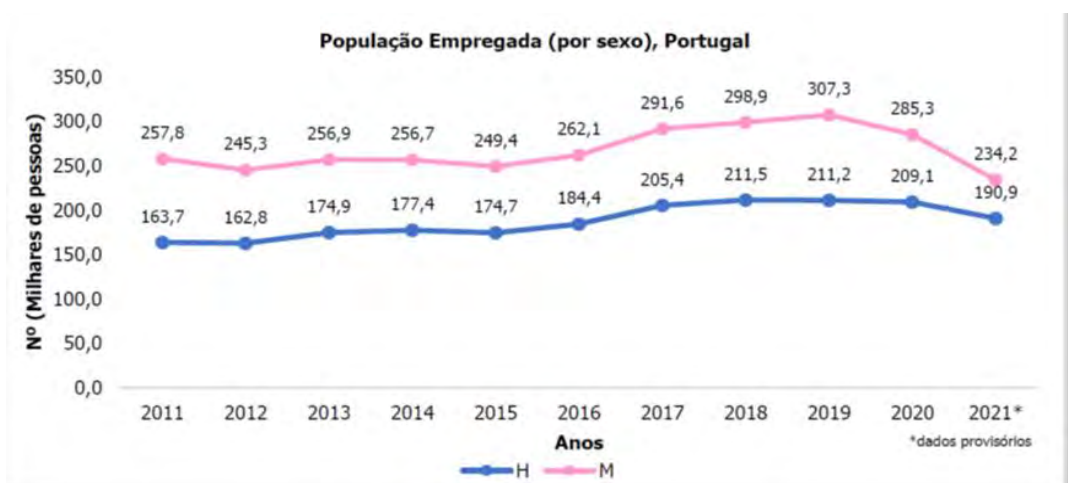
2. Employment in the Hospitality sector



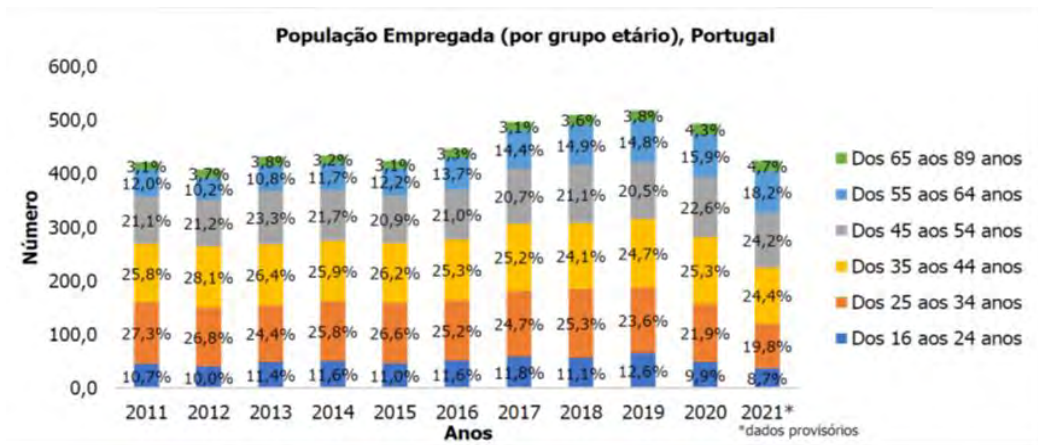
3. Employment in the Hospitality sector by region



4. Employment in the Hospitality sector by gender

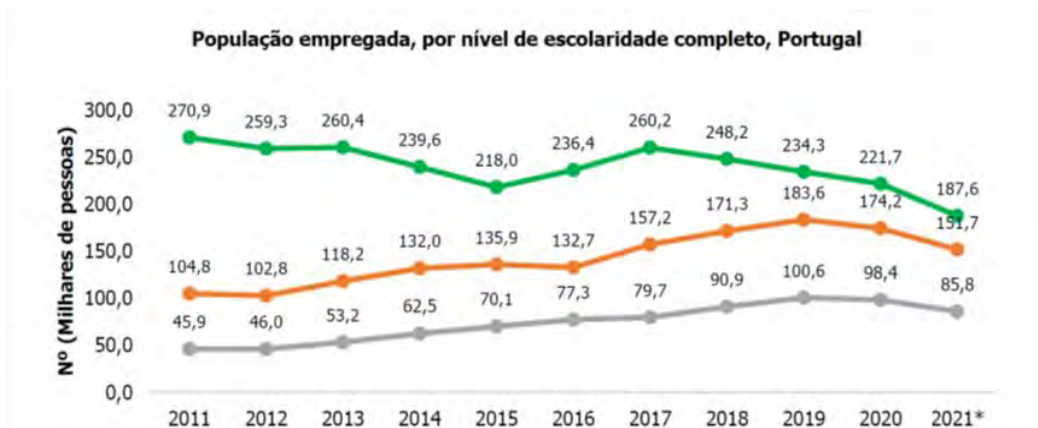


5. Employment by age

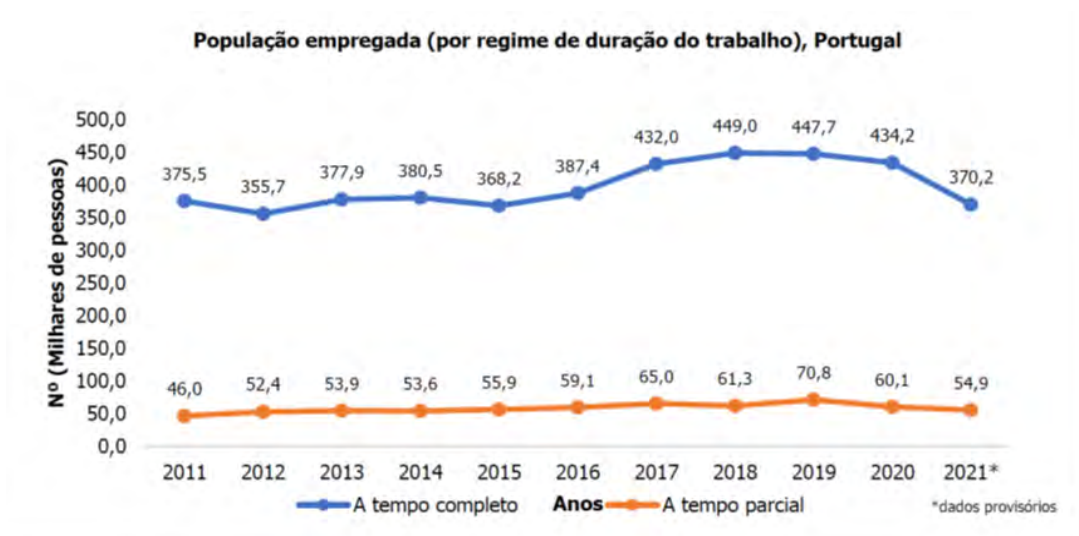


Green - basic school (9 years), Orange - Secondary school and possible vocational training, Grey - Higher education

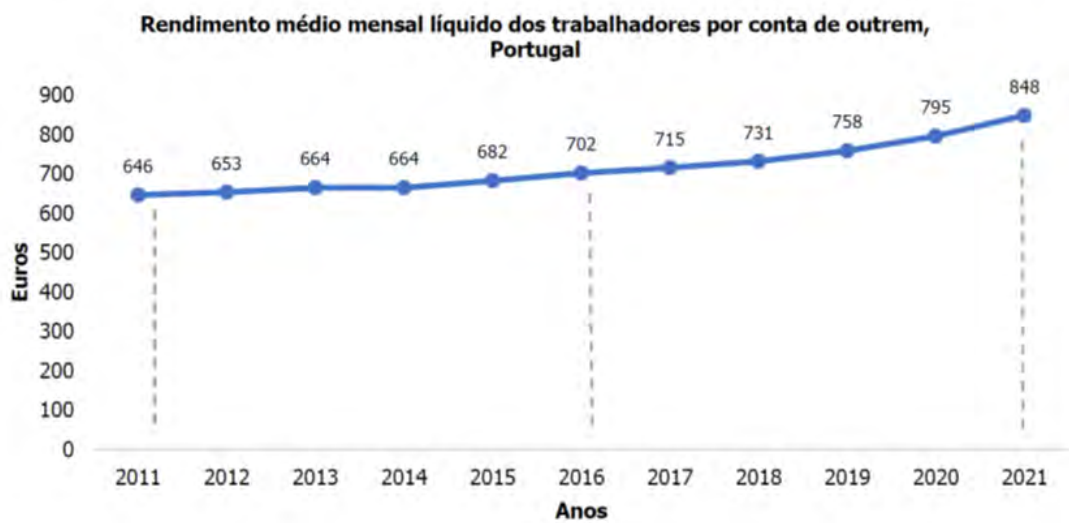
6. Employment in the Hospitality sector by qualification



7. Full and part time employment in the hospitality sector



8. Average income in the tourism sector



9. How many foreign workers are there in Portugal? In the hospitality sector?

According to the statistics from Instituto Nacional de Estatística (INE), in 2019, the number of foreign workers in Portugal was around 700,000, representing 11.5% of the total active population.

In terms of the hospitality sector, it is challenging to find the exact number of foreign workers as the data may vary depending on the region and the specific type of establishment. However, the hospitality sector is known to be one of the sectors that employs a significant number of foreign workers in Portugal, particularly in positions such as front desk and customer service, housekeeping, food and beverage service, and maintenance.

10. Agencies bringing foreign workers to Portugal

It is difficult to give an exact number of agencies that bring foreign workers to operate in Portugal, as the number of agencies may change over time and there may be variations depending on the region, type of industry and other factors. However, it is known that there are many agencies that operate in Portugal, that specializes in recruiting, hiring, and sponsoring foreign workers for a variety of industries, including the hospitality industry. These agencies can help companies navigate the legal requirements and regulations for hiring and sponsoring foreign workers and provide support in areas such as obtaining work permits, arranging accommodation and transportation, and providing assistance with compliance with immigration and tax laws. Talent Place, DevsData Tech Talent, Alcor, Mercal Consulting Group, Elevus, Ventes Mexico, Winsig and Kelly Portugal are examples of this.

Most employment agencies operating in Portugal have developed a service for employers to receive the foreign employees they need, when they need them.

11. Age structure in accommodation and restaurant service activities between 2012 – 2021

Here is a rough estimate of the age structure for the years 2010-2021:

- Young workers (15-24 years old): This age group tends to represent a smaller portion of the workforce but may have seen some growth in recent years, particularly in temporary and seasonal jobs.

- Prime-age workers (25-54 years old): This group usually constitutes the largest portion of the workforce in the tourism sector. Their share may have remained relatively stable or experienced minor fluctuations throughout the years.
- Older workers (55+ years old): This age group's presence in the tourism sector has likely increased over the period, reflecting the ageing population trends in Portugal.

Methodological references

The partners intend to consolidate their presence in international VET circuits with the joint development of training models adapted to the emerging needs of tourism, preventing the obsolescence of operators' skills and their exclusion from the labour market, with respect to the digital and green transition taking place, in one of the sectors most exposed to the negative consequences of climate change (Gossling and Peeters, 2015; Smith, 1990) which contributes significantly to environmental degradation and greenhouse gas emissions (Pang et al., 2013). This is particularly relevant in coastal tourism, for example, a fast-growing and leading sector of EU partner countries, considering that many tourism activities depend on the availability of natural ecosystems in good condition and accessible to tourists (Phillips and House, 2009).

To curb these trends, digitisation is a determining factor and a challenge to be met. Digital innovation, however, is not yet mature in SMEs due to the following critical issues: financial exposure of suppliers; temporal discrepancy between revenues and costs (Bressanelli et al., 2018); lack of capacity to support innovation processes through a full understanding of circular strategies; difficulty in finding opportunities to improve circularity in business processes (Blosma et al., 2019); poorly connected sector; episodic forms of partnerships; inadequate opportunity for reflection, growth and learning (Dredge et al., 2018).

Indeed, CEDEFOP projections indicate a growth in demand for digital and green skills (Skills developments and trends in the tourism sector, 2020). According to 'The digital skills divide: evidence from the EU tourism industry 2020', IT and ES workers, although they perceive a lack of hard digital skills (AI, AR, VR), mistakenly consider them to be distant from the demands of the sector. Furthermore, there is little focus of the training offer on green skills (Skills for EU synthesis report 2018). The IULM analysis (Needs for new skills and the strategic role of training for the development of tourism, 2019) shows the need for reskilling workers on Digital 23% and Sustainability/Green/CSR 8%. These training needs are reflected in the Plan de Formación para mejorar las competencias y cualificación del sector del turismo of 2020 and in the Tourism Strategy 2027 in PT. The Greek Ministry recently launched the 'Grow Greek Tourism Online' initiative to develop these skills in operators.

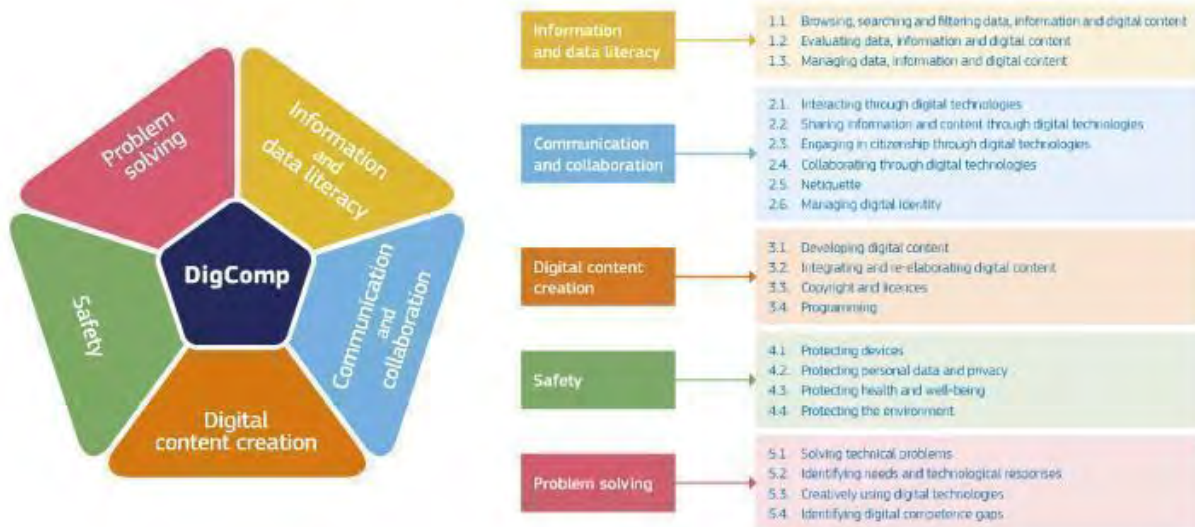
For TRAINERS/EDUCATORS, the need has also emerged for a rapid and profound evolution from being transmitters of knowledge and skills to activators of cultural change processes (change agents) by accompanying workers in an action of self-assessment, awareness and acquisition of skills that consider green as the horizon of change and digital as the efficiency of circular transition.

On the basis of these assumptions, the partners have identified the European DIGCOMP and GREENCOM frameworks as methodological and didactic references for the research and to identify target skills and competences.

In particular, the Digital Competence Framework for Citizens (DigComp) provides a common understanding of what digital competence is.

"...the confident, critical and responsible use of, and engagement with, digital technologies for learning, at work, and for participation in society. It is defined as a combination of knowledge, skills and attitudes."

(Council Recommendation on Key Competences for Life-long Learning, 2018).



DigComp identifies the key components of digital competence in the five areas and 21 specific competences summarised in the figures above. The framework also describes eight proficiency levels, examples of knowledge, skills and attitudes, and use cases in education and employment contexts.

GreenComp, instead, is a reference framework for sustainability competences. It provides a common ground to learners and guidance to educators, advancing a consensual definition of what sustainability as a competence entails.

It responds to the growing need for people to improve and develop the knowledge, skills and attitudes to live, work and act in a sustainable manner. It is designed to support education and training programmes for lifelong learning. It is written for all learners, irrespective of their age and their education level and in any learning setting – formal, non-formal and informal.

Sustainability competencies can help learners become systemic and critical thinkers, as well as develop agency, and form a knowledge basis for everyone who cares about our planet’s present and future state.



Desk research

The partners, in the START application phase, identified within the offer of the VET education systems of the partnership reference countries, 3 existing programmes/courses/plans for each country that tackle the same issues as the START project, i.e. digital transformation, sustainability, green transition, circular business modelling in the tourism sector.

Here follow the titles of the courses with a brief description and identification of the main thematic cores and expected learning outcomes (target skills).

ITALY

Course 1

Project	'Digitisation and sustainability in tourism: new skills for new jobs and resilient people'
References	Operation Ref. PA 2021-15615/RER approved by Regional Council Resolution no. 962/2021 of 21/06/2021 and co-financed with resources from the European Social Fund and the Emilia-Romagna Region
Description	The Operation "Digitisation and sustainability in tourism: new skills for new jobs and resilient people" has the objective of providing a training offer aimed at people "regardless of their employment status, for the updating, qualification and specialisation of their technical and professional skills, making them adequate and responsive to support the dual green and digital transition that is changing the work processes and organisational models of goods and services enterprises". In particular, it intends to contribute to the design and development of a technical-professional, modular and flexible training course that allows the recipients to strengthen their skills' profiles and their employability within the regional tourism supply chain.
Title of course	<i>New skills for the green and digital transition in tourism and catering</i>

<i>Programme Manager</i>	<i>Nuovo Cescot Emilia-Romagna s.c.r.l. – Rif. PA 2021-15588/RER</i>
<i>Topic</i>	<ol style="list-style-type: none"> 1. 'SMART' WORKING (32 hours) 2. MANAGEMENT SOFTWARE (32 hours) 3. WEB AND SOCIAL MEDIA MARKETING (48 hours) 4. CHANNELS AND REVENUE MANAGEMENT (64 hours) 5. "BIT" AND GREEN" FRIENDLY TOURISM (32 hours) 6. PORTALS FOR ONLINE SELLING (32 hours) 7. PHOTOS AND VIDEOS FOR PROMOTION (48 hours) 8. ORGANISING SPACES AND SERVICES IN HOTELS AND RESTAURANTS (32 hours) 9. CRM: PROFILING, CONQUERING AND GETTING LOYALTY FROM THE CUSTOMER (48 hours)
<i>Skills</i>	<ol style="list-style-type: none"> 1. use digital tools to plan, manage, share and control one's work remotely 2. use the main software for business administration, organisation and management 3. organise and manage an effective web presence: from planning online promotional campaigns to monitoring web reputation, from the use of social networks to storytelling, from remarketing to the use of photos and videos 4. set up an effective revenue and channel management action, tourism business management techniques based on market knowledge, management software and a more rational organisation of the booking, sales and marketing, and reception departments 5. use tools for sustainable work management: from purchasing products to packaging, from work management to sales 6. manage the diverse platforms for online bookings (Booking, Expedia, Trivago etc. for hotels and Glovo, Justeat, Deliveroo for restaurants) 7. use the main web design software to create low-cost, good quality videos and photos and virtual tours, even if 'self-produced' for use on websites, apps, blogs, social. 8. manage the main technological and eco-friendly solutions that can be introduced in a hotel and restaurant to always make the customer experience unique and surprising 9. use CRM software to store customer contact information and identify sales opportunities, record service issues and manage marketing and sales campaigns.

Course 2

<i>Project</i>	<i>New digital technologies for tourism (200 h)</i>
<i>References</i>	<i>Co-financed with resources from the European Social Fund and the Piemonte Region</i>
<i>Description</i>	<p>The course is structured to concretely respond to the demand of the labour market in the tourism communication sector, within which the digital sector is the most dynamic and innovative and requires professional resources with solid basic knowledge and specific technical skills.</p> <p>In particular, augmented and virtual reality is increasingly being used to make tourist and museum experiences more interactive. For this reason, the demand</p>

	for professionals capable of understanding the new digital languages, and the challenges they bring, is constantly increasing.
Title of course	Nuove tecnologie digitali per il turismo: Virtual reality, extended reality, interactive experiences Link: https://inforelea.academy/it/tecnologie-digitali-per-il-turismo-virtual-reality/?locale=it
Programme Manager	INFOR-ELEA
Topic	<p>New digital technologies:</p> <ul style="list-style-type: none"> - Introduction to the digital environment and its potential - Elements of digital communication - Cutting-edge technologies: 3D, GPS, VR, AR, IoT <p>Application of new digital technologies to the tourism sector</p> <ul style="list-style-type: none"> - 360 Immersiveness: videos, photos and tours - Photogrammetry and 3D content creation - Geolocalisation - Virtual and augmented reality - Metaverse <p>Developing tourism projects with new digital tools</p> <ul style="list-style-type: none"> - From idea to the project - Planning and organisation of resources - Drawing up the project proposal <p>Methodological resources for digital project development</p> <ul style="list-style-type: none"> - Content creation - Interactive storytelling - Gamification - Marketing and digital communication strategies
Skills	<ul style="list-style-type: none"> - Design of 360° tours and interactive dynamic maps - Application of interactive web design and creating dynamic links - 360° video/photo design and digital photogrammetry techniques - Design of marketing and digital communication concepts - Geolocalisation and geolocalised content management - Designing experiences through tourism-oriented interactive storytelling - Use of virtual, augmented and mixed reality - Designing gamification experiences

Course 3

Project	Tourism 4.0
References	Co-financed with resources from the European Social Fund and the Lombardia Region
Description	The general objective of the course is to provide knowledge in the tourism sector, especially in the light of the new scenario that is emerging. The topics proposed enable the student to understand the value expressed by the territory and communicate it through new media.

	<p>Knowing how to build an international tourism format starting from a local typicality becomes fundamental and to do this, it is necessary to know the most innovative trends in digital communication for tourism, also at international level.</p> <p>The course also deals with the hotel sector, delving into the aspects of strategic pricing and acquiring skills and techniques for the effective management of revenue and the customer experience.</p>
Title of course	<p>Tourism 4.0 Digital Promotion, Marketing strategies, new packages and tourism concepts</p> <p>Link: https://www.etass.it/corsi/tourism-4-0-digital-promotion/</p>
Programme Manager	<p>INFOR-ELEA</p>
Topic	<ul style="list-style-type: none"> - New professionalising skills (72 h) - Work and entrepreneurship (48 h) - Tourism and ho.re.ca (80 h) - Security, gender equality and modern workplace (32 h) - Innovation and environment (32 h) - Digital skills and social media (120 h) - Language skills for certification and the profession (44 h)
Skills	<p>Knowledge regarding:</p> <ul style="list-style-type: none"> - New forms and trends; Reception 4.0: in-presence and online; The customer experience; Fostering sales through: Reception, Customer Management, Revenue and Pricing Management, Online and in-presence events, Upselling and cross selling, Strategic partnerships, Augmented Reality, Virtual Reality, Delivery, IT tools and reservation system, The sales negotiation. <p>Digital skills regarding:</p> <ul style="list-style-type: none"> - Introduction to digital marketing for the industry; Updating your offer according to digital and social channels; Digital and social channels for the industry: list, characteristics, specificities; Content Marketing for companies and operators; Social Media Marketing How to diarise campaigns in times of COVID19; Paid Search (PPC) and Google Ads; Display and video advertising; Email Marketing; Live Chat and Facebook Messenger; Website optimisation and integrated technology for facilities in the sector; Search Engine Optimisation (SEO); Analytics with Google Analytics for hospitality performance; Digital marketing strategy; Online reputation management; Strategic promotion of excellence and typicality and online sales: The new eCommerce; Lead Generation and Social Selling; Blogging and digital PR; Influencers; Digital innovation: teasers from the future; The General Data Protection Regulation in Hospitality (GDPR).



GREECE

Course 1

Project	Online course in the context of the CEnTOUR – Circular Economy in Tourism project CEnTOUR is a COSME project that runs from September 2020 to September 2023.
References	https://circulartourism.eu/about/
Description	SMEs, in particular of the tourism sector, are slowly approaching the challenges of moving from a linear to a circular economy model and, given the average size, do not normally have the resources and skills to face it with the appropriate tools and references. Tourism systems are very tied systems that benefit from an integrated approach to business development, both in terms of efficiency and promotion. CEnTOUR aims to support SMEs in the development and implementation of circular businesses (in terms of knowledge transfer, skills, innovation, certifications) within an integrated system for local development. More specifically, this project aims to accelerate and support the capacity of SMEs in tourism to uptake sustainable solutions, proposing a focus on waste in the food sector, plastic free offer and rethinking the packaging, and collaborative consumption.
Title of course	<i>CEnTOUR</i> - online courses via an e learning platform
Programme Manager	The Partnership of the CEnTOUR project: <ul style="list-style-type: none"> • Chamber of Commerce, Industry, Craft and Agriculture of Marche Region (CCIAAM) • Marche Polytechnic University (Università Politecnica delle Marche - UNIVPM) • EcoRes • Organisation for Small and Medium Enterprises Sector Development (ODIMM) • Business and Innovation Center (BIC) • Chamber of Commerce & Industry of Xanthi (EBEX) • Center for Social Innovation (CSI) • Forum of the Adriatic and Ionian Chambers of Commerce (Forum AIC) • Progetto Arcadia (PA) • Chamber of Commerce and Industry of Cantabria



<p>Topic</p>	<p>The Modules provided:</p> <ul style="list-style-type: none"> • Module 1: Introduction to Circular Economy • Module 2: Circular Economy and Tourism • Module 3: Circular Transition Management in the Tourism Industry • Module 4: Circular Business Models in the Tourism Industry • Module 5: Networking and Collaboration for Tourism Providers • Module 6: Energy and Water Management in Tourism Organisations • Module 7: Food Waste Management in Tourism Organisations • Module 8: Towards a Plastic-Free Tourism • Module 9: Sustainable Packaging in Tourism Organisations • Module 10: Collaborative Consumption in Tourism • Module 11: Sustainable Labels and Certification in Tourism • Module 12: Communicating Circularity in Tourism
<p>Learning Objectives</p>	<p>Module 1: Introduction to Circular Economy This module offers an introduction to Circular Economy, starting from the limits of our current system and describing how circular thinking can provide a promising alternative. Main theoretical content associated with Circular Economy is presented. You will then be able to distinguish the main principles of the Circular Economy, to be aware of what the integration of this system changes, the advantages of, and barriers to its implementation. You will also be shown some examples of businesses applying Circular Economy</p> <p>Module 2: Circular Economy and Tourism (16 Steps) Goal of this module is to understand why and how circular economy principles can be applied to the tourism industry. It will show you the importance of tourism as well as its impacts. You will then understand why sustainable tourism has merged and what sustainable tourism is. Among all sustainable initiatives, what is Circular Tourism? That's what you will discover with a practical example.</p>

	<p>Module 3: Circular Transition Management in the Tourism Industry In this module, you will discover the key steps to start implementing circular thinking in your organisation. Using a systemic approach, you will understand how to assess your current situation, plan new circular activities, implement a set of circular initiatives, communicate and evaluate your impact. In each phase, specific activities and tools are used to help you move further.</p> <p>Module 4: Circular Business Models in the Tourism Industry (18 Steps) This module offers an introduction to business models, defining the concept and its key elements. It then provides you with a simple process and tools to design business models. The module introduces the concept of sustainable business models, showing the main differences and archetypes existing in this field. Circular business models are a subset of sustainable business models. You will learn how to categorise circular business models based on their value creation dynamics. Finally, to illustrate this knowledge, you will find a few examples of circular business models currently emerging in the tourism industry.</p> <p>Module 5: Networking and Collaboration for Tourism Providers (11 Steps) In this module, we introduce you to the benefits of networking in the context of the tourism industry. You will learn about different types of existing networks at national and international level. From a circular perspective, you will also discover why network thinking is relevant, the type of circular networks that exist and their function.</p> <p>Module 6: Energy and Water Management in Tourism Organisations (15 Steps) This module offers an introduction to energy and water management for all organisations in the tourism sector. You will know more about the concepts of energy and water management among touristic providers, which are the most frequent sources of energy and what the alternatives are. The module also includes case studies/best practices that organisations in Europe and worldwide have implemented in their day-to-day activities to make them more sustainable, eco-friendly and circular.</p>
	<p>Module 7: Food Waste Management in Tourism Organisations (13 Steps) This module aims to clarify the role of Food Waste in the Circular Economy, and how SMEs can build effective and helpful food waste systems for their business processes. It will explain the differences between food waste and food lost, and show how food waste can have different financial, economic and social impacts on the environment. It will also give examples of how we can effectively reduce food waste through new business approaches or bringing new & innovative products and services to the market.</p> <p>Module 8: Towards a Plastic-Free Tourism (15 Steps) This module aims at making you understand the impacts of plastic used in general and more specifically in the tourism industry, as well as why we need to move towards a plastic-free tourism. Special focus on how to get rid of single-use plastic items, which are one of the main sources of plastic pollution.</p>

	<p>Module 9: Sustainable Packaging in Tourism Organisations (11 Steps) This module aims at giving you the tools to rethink the packaging habits and to turn to less (plastic) packaging and better packaging. As a participant, you will know more about the different types of packaging, the impact of plastic packaging, as well as the latest innovations regarding packaging designs and functionalities. Also, we will go deeper into how you can choose the best packaging type that best suits your business, and how anybody can contribute towards CE from choosing a reusable package design. You will also be presented worldwide examples of some business transformations to models that rely on innovative packaging solutions.</p> <p>Module 10: Collaborative Consumption in Tourism (16 Steps) In the first unit of this module, you will be introduced to the concept of collaborative consumption and its key principles, supported by multiple examples to illustrate the development of this model. The second unit of the module provides you with insights of the concept applied to the tourism industry. You will understand how to integrate it in a strategy of new value creation and how to apply its principles to tourism businesses.</p>
	<p>Module 11: Sustainable Labels and Certification in Tourism (19 Steps) This module offers an overview of the existing eco-certifications available in the tourism industry. At the end of the training, you will be able to understand the value of ecolabelling, have a global overview of the key steps to certification and can decide which label is best for your own organisation.</p> <p>Module 12: Communicating Circularity in Tourism (15 Steps) This module offers key advice and best practices on communicating about circularity and sustainability in the tourism sector. Communication allows us to exercise our influence on others, meaning to bring out changes in our as well as others' attitude. It is of course a way to inform people, but also to motivate them around us and create, maintain or change relationships with them.</p>

Course 2

Project	<p>SUSTAINABILITY IN HOSPITALITY CONTEXT <i>Climate neutrality and climate law</i> (on line 2-day seminar, 7h)</p>
References	<p>INSETE (Institute of the Confederation of Greek Tourism Enterprises) Executive Seminars 2022 -2023</p>
Description	<p>Description of the Seminar The training programme entitled "SUSTAINABILITY IN HOSPITALITY CONTEXT, climate neutrality & climate law" is aimed at tourism and hospitality professionals who are called upon to understand the needs of sustainable development and climate neutrality set for 2030. Through the training, participants will integrate the principles of sustainability in the operation of their businesses. At the same time, the programme will analyse</p>

	in depth strategies and practices that contribute to the integration of the directives in the framework of climate neutrality and other national and European guidelines.
Title of course	SUSTAINABILITY IN HOSPITALITY CONTEXT <i>Climate neutrality and climate law</i> Blended seminar
Programme Manager	INSETE (Institute of the Greek Tourism Confederation), affiliate organisation of the Association of the Hellenic Tourism Enterprises, and is established by the Association of the Hellenic Tourism Enterprises, the Panhellenic Hoteliers' Federation, the Hellenic Association of Tourism and Travel Agencies, the Confederation of the Hellenic Entrepreneurs of room and apartment facilities. Coordinator: AA+Partners Training Provider: MSolutions
Topic	List of Topics to deliver within the context of the specific Training Programme <ol style="list-style-type: none"> 1. Concepts and definitions of sustainability 2. Integration of sustainability in the tourism sector 3. Enhancing knowledge of energy, water, waste and chemical management 4. Waste, energy, water, chemical management tools and certifications 5. New strategies towards climate neutrality 6. Looking at the new institutional framework 7. Ways of integrating existing legislation 8. Preparing and communicating the new concepts and objectives at national level 9. Preparing for the integration of the new European guidelines 10. Resolving questions and queries
Skills	List of competencies to acquire in the context of the Executive Seminars 2022 - 2023 <ol style="list-style-type: none"> 1. Customer Focus 2. Emotional Intelligence 3. Collaboration and Communication 4. Motivation and Ethos 5. System Thinking 6. Learning Culture 7. Agility and Innovation 8. Sustainable Development 9. Strategic Perception 10. Technology Savvy

Course 3



Project	<p>TECHNOLOGY TRENDS IN TRAVEL INDUSTRY <i>How to adapt fast</i> (on line2day seminar, 8h) The seminar is addressed to employees of hospitality businesses of all levels, regardless of the subject or duration of employment.</p>
References	<p>INSETE (Institute of the Confederation of Greek Tourism Enterprises) Executive Seminars 2022 -2023</p>
Description	<p>Description of the Seminar We know everything that has happened in the past. But do we know everything that is coming in the future? New technologies have already changed many sectors, including tourism. At the moment we are at ground zero, where we can start to adopt all the new interactive technologies that are available today and respond to the needs of travellers. In addition, we can learn more about those that will come in the near future and prepare ourselves to adapt quickly and adopt them. Covid-19 was a catalyst in the digital transformation of humanity. Technology has helped to reconnect us with travellers and make our daily lives better. How important technologies such as AI, voice technologies and the Internet of Things are changing the Travel Industry as we have known it until now? During the programme we will talk about what technologies are available, best practices and how we can through practical examples take our hotel to the post Covid era. How is the digital traveller shaping up in the immediate and indirect future? Together we will answer this and other digital transformation questions.</p>
Title of course	<p>TECHNOLOGY TRENDS IN TRAVEL INDUSTRY <i>How to adapt fast</i> Blended seminar</p>
<i>Programme Manager</i>	<p>INSETE (Institute of the Greek Tourism Confederation), affiliate organisation of the Association of the Hellenic Tourism Enterprises, and is established by the Association of the Hellenic Tourism Enterprises, the Panhellenic Hoteliers' Federation, the Hellenic Association of Tourism and Travel Agencies, the Confederation of the Hellenic Entrepreneurs of room and apartment facilities. Coordinator: AA+Partners Training Provider: MSolutions</p>



<p><i>Topic</i></p>	<p>List of Competences to deliver within the context of the Training Pathway for Executives</p> <ol style="list-style-type: none"> 1. Thematic analysis 2. Digital Transformation - Past vs Future 3. How will hotel and hospitality change in the next 20 years? 4. How to prepare properly! 5. Technology: the connecting bridge for all travellers 6. Virtual assistant technologies 7. AI Chatbots 8. Contactless payments 9. Cyber security - infrastructure security 10. Human centric digital marketing 11. Internet of Things 12. R: Extended Reality 13. Big Data - Data Connectivity 14. Data Connecting 5G: High speed and connectivity technologies 15. The next day and the traveller of the future.
<p><i>Skills</i></p>	<p>List of competencies being acquired in the context of the Executive Seminars of INSETE <i>(in yellow the ones within the specific seminar)</i></p> <p>Customer Focus</p> <ol style="list-style-type: none"> 1. Emotional Intelligence 2. Collaboration and Communication 3. Motivation and Ethos 4. System Thinking 5. Learning Culture 6. Agility and Innovation 7. Sustainable Development 8. Strategic Perception 9. Technology Savvy

SPAIN

Course 1

Project	Advanced Programme in Digital Transformation
References	Done by Hosteltur Academy, experts in relevant, innovative, flexible and on-demand training to be tomorrow's tourism professionals today.
Description	In the Advanced Programme in Digital Transformation you will discover the knowledge, keys and tools you must keep in mind when facing a hotel's digital project.
Title of course	Programa Avanzado de Transformación Digital (Advanced Programme in Digital Transformation)
<i>Programme Manager</i>	Hosteltur Academy
<i>Topic</i>	<p>Module 1. Technology, a lever for change</p> <p>Module 2. Fundamentals of digitalisation</p> <p>Module 3. Business vs. technology</p> <p>Module 4. Technology applied to asset management (housekeeping, maintenance, quality, health & safety, front desk)</p> <p>Module 5. Technology applied to the customer (guest experience, security, spa & wellness, f&b, entertainment, etc.).</p> <p>Module 6. Technology applied to business management (revenue, administration and finance, purchasing and commissary, HR, corporate social responsibility, works and facilities, digital marketing, commercialisation and distribution)</p> <p>Module 7. Technology of the future</p> <p>The future and the technological revolution</p> <p>Module 8. Case studies</p> <p>Module 9. Digitalisation and communication plan.</p>
<i>Skills</i>	<ul style="list-style-type: none"> • Gain insight into the need for digital transformation. • Become a digital leader by learning the importance of current digital skills and giving value to one of the factors that determine the success of projects: people. • Introduce the digitalisation plan through the types of existing technologies, the methodologies used, the impact of technology on the customer and the importance of data. • Correctly select the new technologies to which the company must adhere in order to increase the demand of the business area. • Transform the areas that affect the management of assets, customers and business. • Gain insight into upcoming technology based on short, medium and long-term trends.

- Discover the impact of digital transformation through real-case studies.
- Implement an effective digitalization and communication plan.

Course 2

Project	How to make your tourism business sustainable
References	Taught by Hosteltur Academy, experts in relevant, innovative, flexible and on-demand training to be tomorrow's tourism professionals today.
Description	<p>The growing demands of the world tourism demand for sustainability have led to the need for tourism companies of all types and sizes to improve their positioning and competitiveness through the integration of different tools. Tools based on market intelligence, which guide the design of tourism experiences and identify the best distribution channels.</p> <p>This course provides a first approach to the transformation of a tourism company into a sustainable business, which is complemented by level 2.</p>
Title of course	How to make your tourism business sustainable (Level 1)
Programme Manager	Hosteltur Academy
Topic	<ul style="list-style-type: none"> • Module 1 - Sustainable destinations, responsible tourists, competitive enterprises: in search of the perfect combination • Module 2- Triple balance: concept and application • in the tourist business. First stages. • Module 3 - Sensibilization and formation of the staff • Module 4- Adaptation of the enterprise to the functional and motivational factors of the demand • Module 5 - Differentiation strategies • Module 6 - Product and services typologies in sustainable tourism • Module 7 - Market opportunities
Learning objectives	<ol style="list-style-type: none"> 1. Review the main market trends and best practices in the creation and marketing of competitive and sustainable tourism destinations, services and products 2. To address and answer the 3 key questions to be a sustainable business, focusing on: market intelligence to know our customers, the creation of sustainable tourism experiences and the identification of the most appropriate promotion and marketing channels to bring these experiences to the market. 3. To turn these keys into the initial strategies and the first steps to turn the tourism company into a sustainable business

Course 3



Project	How to make your tourism business sustainable
References	Taught by Hosteltur Academy, experts in relevant, innovative, flexible and on-demand training to be tomorrow's tourism professionals today.
Description	The great abundance of statements, concepts, terms and systems related to sustainability in tourism implies the need to bring these concepts down to earth in tourism companies, so that they are accessible and understood both by employees, managers and professionals of the companies and by the tourism demand. This course complements the Level 1 course.
Title of course	How to make your tourism business sustainable. Level 2: Effective integration of sustainability in tourism business
Programme Manager	Hosteltur Academy
Topic	<ul style="list-style-type: none"> ● Module 1 - Planning of the progressive integration of the elements of sustainability in the operations of tourism companies based on their size, types and spatiality ● Module 2 - Integration of the elements of sustainability in business ethics and the CSR ● Module 3 - Alignment with the SDGs ● Module 4 - Sensibilization and formation of the staff ● Module 5 - Adaptation and awareness of the value chain and suppliers of products and services ● Module 6 - Integration of sustainability elements in the organisation of the company and in its operational management ● Module 7 - Integration of sustainability elements in marketing, communication and promotion actions with a view to differentiation in the market
Learning objectives	<ol style="list-style-type: none"> 1. Deeply and effectively incorporate sustainability strategies and tools in tourism companies, in order to achieve the necessary balance between sustainability and competitiveness 2. Facilitate companies the adaptation, integration and management of these tools in daily operations. 3. Achieve in the company involved a balance between economic investment, workload and profitability, accompanied by differentiation and market positioning.

PORTUGAL

Course 1

Project	/
References	Recipients

	Professionals and managers in the field of tourism and hospitality who wish to deepen their knowledge of how new digital technologies are enabling transformation and new business models, based on Value creation strategies focused on Customers and enhancing competitive advantage
Description	<p>Dates: 14 two-hour sessions between 6:30 pm and 10:30 pm, twice a week in March and April 2023.</p> <p>Format: hybrid (students can choose to attend in person or online via zoom). tuition fees</p> <p>This course has the special support of TIA PRR, so there will be a discount of around 75% for residents in Portugal during the entire course, with the tuition fee for students in this condition being €330. For other students, the tuition fee is €1,450.</p> <p>The course will only start after the enrolment of a minimum of 20 Students and the special value of the TIA PRR cannot be combined with other discounts.</p> <p>Duration and ECTS This course lasts 28 hours and gives 5 ECTS to the participants.</p>
Title of course	Digital Transformation for Hospitality & Tourism
Programme Manager	NOVA IMS
Topic	<p>syllabus</p> <p>Introduction to digital transformation and the 6 strategic vectors of preparation for digital transformation;</p> <p>Digital Transformation in the tourism sector;</p> <p>The concepts of Servitization and Co-creation of Value applied to the Tourism sector;</p> <p>The technologies that facilitate digital transformation;</p> <p>Methodologies for managing digital transformation projects.</p>
Skills	<ul style="list-style-type: none"> digital transformation

Course 2

Project	/
References	/
Description	<p>The Upgrade Programme is structured in two paths that complement each other, and can be carried out simultaneously, in parallel or partially:</p> <ol style="list-style-type: none"> Digital Upgrade - 116 hours of training; Sustainability Upgrade - 80 hours of training.
Title of course	Programa Upgrade 3.0
Programme Manager	Turismo de Portugal



<i>Topic</i>	This new training programme by Turismo de Portugal has digital transformation and sustainability as its starting themes. The current context demonstrates that both are essential for the tourism of the future, so their development adds value to the people and territories where they are integrated. Both aspects contribute to the relevance of the tourism sector in the dynamics of the local and national economy, as well as to the preservation and regeneration of resources and also to the creation of fairer and more inclusive work models.
<i>Skills</i>	<ul style="list-style-type: none"> • digital transformation • sustainability

Course 3

<i>Project</i>	/
<i>References</i>	ECTS: 2.5 Price PVP: 810€
<i>Description</i>	This introductory course presents the basic concepts of circular economy through the use of specialist tools and practical cases, thus allowing you to diagnose, create and implement circular economy solutions, in the organisational environment and on a personal basis.
<i>Title of course</i>	SPECIALIZATION COURSE CIRCULAR ECONOMY - METHODOLOGIES FOR TRANSITION IN BUSINESSES Curso de Especialização em Economia Circular - Técnico+/IST (tecnicomais.pt)
<i>Programme Manager</i>	Instituto Superior Técnico / Universidade de Lisboa
<i>Topic</i>	<p>GOALS</p> <p>Acquire fundamental knowledge about circular economy, strategies and legislative framework;</p> <p>Develop skills to implement circular strategies and measures to increase the circularity of an organisation;</p> <p>Acquire knowledge about circularity assessment tools;</p> <p>Acquire knowledge of practical cases of circular economy from various economic sectors;</p> <p>Understand the relationship between circular economy, social responsibility and social and solidarity economy.</p>
<i>Skills</i>	CIRCULAR ECONOMY



Learning programme Matrix

With respect to the ESCO framework, the existing EU classification can be used as an additional benchmark. This database represents a major source of uniform information and comparison of skills and knowledge in order to attribute a shared and recognised taxonomy.

On the basis of the different contributions, the partners elaborated a first draft of a training programme to be submitted for validation to the system actors containing the modular articulation, the main learning contents, the general aims and the specific training objectives.

Addressed Target Group: people aged 15 – 24 already working or intending to work in the tourism industry

Objective of the Programme

The programme aims at activating personnel of enterprises in the tourism industry to review their work and responsibilities under the aspect of sustainable management. The programme aims at raising the awareness of attendees to review both the tourism sector and their own activity in the sector under a critical point of view in terms of sustainability. In order to achieve a higher -and more sustainable- impact of the training programme, emphasis is placed on a contextual approach to the training content.

Participants are called to understand the interaction between tourism and the tourism destination and to reflect on the impact of the specific industry on the environment (both tangible and intangible (e.g. cultural, social)).

Attendees are expected to become familiar with the current EU policies on reducing the environmental footprint and they are called to apply them on professional activities of the tourism industry. Moreover, they are confronted with the future of tourism in terms of its digitization and they are acquainted with the various techniques expected to flood the tourism industry in the years to come.

With regard to the age group of the targeted participants, and following the fact that the age group of 15 – 24 presents a particular dynamism in tourism employment, the programme addresses the specific group of potential apprentices across professional specialisations.

Considering that the programme aims at all types of employees –or potential employees- in the tourism industry, it should be viewed as a transversal course dealing with all levels of employees in the sector.

Further, more specialised courses (add ons) should be expected to follow to cover more specific needs in the various departments and professional levels of a tourism enterprise.



No	MODULE	CONTENT	OBJECTIVES	DURATION/ HOURS
1	What is Tourism	<ul style="list-style-type: none"> • Definition of Tourism • The Visitor and the visitor's expectations • The Destination • The Services deployed in tourism 	<ul style="list-style-type: none"> • Perceiving Tourism as an interaction between the visitor and the destination • Understanding the criteria for selecting a specific place to visit 	2
2	The Tourists	<ul style="list-style-type: none"> • Main characteristics of tourists – their activities • The generations more involved in tourism (Millennials, Gen Z, Silver tourists...) • Different generations – different profiles – different preferences and needs 	<ul style="list-style-type: none"> • Learning the needs and behaviours of the most active in tourism social groups 	4
3	The Environmental Impact of Tourism – Tourism a Resources' Consuming Industry	<ul style="list-style-type: none"> • Sustainability - Why should you be sustainable: a requirement of society – a requirement of the customer • The trip: CO2 - GHG • The Accommodation: <ul style="list-style-type: none"> ○ Construction of the facility ○ Operation of the facility ○ <i>Materials, Energy consumption (cooling – heating – cleaning), Water consumption, Waste generation (solid and waste water)...</i> • The Food: production of agro food products, storage, packaging, transport, preparation of meals • The Transportation of the visitor 	<ul style="list-style-type: none"> • Becoming conscious of the need for sustainability • Understanding sustainability as a means to business competitiveness • Reviewing and understanding the overall tourism circuit • Understanding the interconnection of the tourism industry with the environment at all its facets • Becoming conscious of the impact that each tourism action generates on the environment 	4



		<ul style="list-style-type: none"> • The Visits – the Sightseeing: the site, the culture, the people, the carrying capacity • Shopping: consumption of resources, packaging - waste, • The cultural impact 	<ul style="list-style-type: none"> • Becoming critical vs the tourism’s particular actions 	
4	The Main EU policies on Sustainability Affecting Tourism	<ul style="list-style-type: none"> • Sustainable tourism • Green deal • F2f • Circularity • Digitization 	<ul style="list-style-type: none"> • Becoming aware of the principles of the new EU policies regarding sustainability and the way that they affect the particular activities of the tourism industry 	2
5	The Tourism Insight	<ul style="list-style-type: none"> • Examples of tourism businesses • The Hotel – accommodation facility <ul style="list-style-type: none"> ◦ Structure of a hotel business (the dpts, the operations) • The travel agency <ul style="list-style-type: none"> ◦ Services provided (informing, planning, booking, guiding) 	<ul style="list-style-type: none"> • Reviewing the particular operations of a tourism enterprise so as to adopt competences to improve sustainable performance 	2
6	The Future of Tourism – How digitalisation will change the sector	<ul style="list-style-type: none"> • The new digital technologies in tourism, from the experience of the booking to the reception and return home: • Extended Reality – AR, VR, MR applied to tourism Insert real examples such as: Apps, virtual itineraries to be used with visors, etc. • The Metaverse (es. Spatzial, etc.) • IoT • Artificial Intelligence to improve customer experience (es. emotion and data analysis) • Blockchain (NFT, etc.) 	<ul style="list-style-type: none"> • Becoming sensitized on the change of the tourism industry as a result of the penetration by ICT in the coming years • Acquiring knowledge and skills to use the common tourism services’ platforms 	4



7	Digitization and Sustainability	<ul style="list-style-type: none"> • Energy and Water Management (IoT, Data Analytics, AI) • Waste Management (IoT, AI) • Controlling emissions (IoT) • Analysing and Reducing emissions (Data Analytics) • Reducing use of paper (Cloud) 	<ul style="list-style-type: none"> • Learning how to deploy digital tools to improve the sustainability of a tourism business 	2
8	Social Media and Marketing in the tourism sector	<ul style="list-style-type: none"> • The main Social Media Channels • Marketing in the Social Media • How to effectively market your business using social media • Recording, valorising and handling comments and criticism in the social media • Practical exercise 	<ul style="list-style-type: none"> • Become familiar with the Social Media • Understanding the role of the Social Media in the Tourism Marketing • Learning how to practically use social media to improve the visibility of your company 	3
9	Certification of Sustainable Performance	<ul style="list-style-type: none"> • The Importance of Certification for the business • What is being certified • Who certifies • How it is being certified • The various certificates 	<ul style="list-style-type: none"> • Becoming aware of the importance and procedures of performance certification esp. of sustainability 	2
10	How to Apply - Rethinking Tourism	<ul style="list-style-type: none"> • The impact of my work subject on the environment • How to make it environmentally friendly? • Examples of good practice <p>Practical exercise, presentation and discussion of results</p>	<ul style="list-style-type: none"> • Learning to become critical vs. my own professional environment so as to improve own and the business's environmental performance 	3



Validation Workshop Results

Introduction

The Validation Workshops (VWS) were foreseen within Work Package 2 Activity 2: “Conduction Draft Validation Workshops of the START Training Programme” of the Erasmus + START (Sustainable and Technological Approach to Rethink Tourism) project code 2022-1-IT01-KA220-VET-000088750.

The aim of the VWS was the assessment of the draft version of the training programme on Sustainability and Digitization in the Tourism Industry in order to scale the significance of the programme both in its total as well as of each of its specific modules and training units.

The results of the VWS should then be considered in the design of the final version of the respective programme, adapting the share of each module/unit of the training procedure to the results of the VWS.

The VWS were carried out by the four organizations Sevilla Chamber of Commerce - CCSEV (E), Dinamica XXI Rete de Empreendedorismo e Inovacao - APREDIN (P), Sviluppo Europa Marche – SVEM (I), Thessaloniki Tourism Organization – TTO (GR), participating in the START project, in the period March/April 23.

The synthesis report of the outcomes of the valorisation procedure was compiled by the Agency for Transnational Development and Training - TRANSCOOP and presented to the START partnership on May 31 2023.

The tools provided to the partners executing the VWS included:

- Guidelines on carrying out the VWS (“Workshop Guidelines”, “WP2: Activity 2: Conduction Draft Validation Workshops of the START Training Programme”)
- A questionnaire with 36 items (training units) to be assessed
- A template of a participation list (“Attendance Sheet”)
- A form for preparing the report on the results (“Report on Workshop”)
- An xls template for inserting the grades of the validation group and quantifying the results.

The Mode of Implementation

Assessors: The members of the validation panel should be to a certain extent representative of the local tourism industry in the areas of the organizing the VWS partners. Hence not only a specific professional group in the tourism sector was addressed by the VWS, but basically a wider range of professionals and experts involved in the specific industry. The minimum number of assessors per organizing partner was set to 10.

Mode of organization: Organizers of the VWS had the possibility of choosing between a physical, an internet based and a mixed (both physical and internet) validation seminar.

Of significant importance was the provision of information on the START project, for the assessors to understand the background (context, scope and objectives of the project, the target group addressed etc.) of START and position the training programme in the right context, thus ensuring accuracy and quality of the assessment.

The grading scale: assessed should be the relevance and importance of each suggested training unit on a scale from 1 (not relevant) to 5 (very relevant).

The expected outcomes: The results of the validation procedure should be arranged in two forms by the responsible partners:

- a) A short narrative report to be compiled with general information on the organizational details of the VWS along with feed-back by the hosting the seminar partner on the echo of the training programme to the members of the validation panel and on the proper organization of the VWS.
- b) The assessment grade of each specific unit as a total and broken down in five professional groups of experts (accommodation facilities, restaurant staff, travel agencies, education/training experts, other (tourism consultants, journalists etc.)) participated in the VWS, thus allowing the identification of specified training needs by these groups.

The Deliverables: expected from the hosting partners were the following:

- A list of participants
- The narrative report
- The excel sheet completed with the grades of the assessors.

The Results

The VWS were carried out in the form and on the dates as in the table below:

No	Partner Organization	Type of WS (Live, Internet, Both)	Date of the WS	Venue of the WS	No of Participants (assessors)
1	CCSEV	Physical	17/04/23	Premises of CCSEV	10
2	APREDIN	Physical 7, on line 3	27/03/23	Premises of APREDIN	(10)*
3	SVEM	On line	24/03/23	Internet	16 (39)**
4	TTO	Physical	31/03/23	Premises of TTO	12

Notes: * 10 experts participated – 12 questionnaires submitted

** 39 experts participated – 16 questionnaires received

In all cases a short introduction on the START project and its objectives was made to the assessors.

The Break Down of the Assessors

The validating groups were neither of the same size (number of assessors) nor homogenous in their composition (different setting in terms of professional specialization) at the organizing partners.

The overall number of the participated assessors amounts to 50. Their breakdown in partner organizations and professional groups are displayed in the following tables.

PARTNER	Total No of ASSESSORS	PROFESSIONAL GROUPS				
		Accommodation Facilities	Restaurant Staff	Travel Agencies	Education – Training	Other
CCSEV	10	1	1	1	3	4
APREDIN	12	(3)*	0	0	2	7
SVEM	16	6	0	8	0	2
TTO	12	2	2	0	2	6
TOTAL	50	12	3	9	7	19

Notes:

*One representative from the national association of hoteliers, responding for all 3 types of Accommodation Facilities foreseen (counted as 3 responders)

Percentage Composition of Assessors' Group

PARTNER	No of ASSESSORS	PROFESSIONAL GROUPS				
		Accommodation Facilities	Restaurant Staff	Travel Agencies	Education – Training	Other
CCSEV	100	10,00	10,00	10,00	30,00	40,00
APREDIN	100	25,00	0	0	16,67	58,13
SVEM	100	37,50	0	50,00	0	12,50
TTO	100	16,67	16,67	0	16,67	50,00
TOTAL	100	24,00	6,00	18,00	14,00	38,00

Characteristics of the Assessors' Groups

As apparent from the above tables:

- the majority of the responders came from the professional group “Other”, mainly consultants, amounting to 38% of the total of participants
- 24% came from the group “accommodation facilities”



- 18% from “travel agencies”
- 14% came from the group “education – training” and
- 6% from the category “restaurant staff”.

Results - Qualitative Part: Narrative Reports

CCSEV:

- **digitization** very important and need for introducing it in the tourism industry: to **improve competitiveness** of enterprises, increase efficiency of the business, process data, boost training of staff, cost reduction, efficient marketing (reach global markets), increase sales, improve reservations’ management, data analysis for increasing sales, improving customer experience, **reduction of environmental impact** through sustainable practices, need for local companies to **secure market position** against global companies. *However, technology requires investments and trained staff* becoming a **financial challenge** for the local tourism SMEs. **Need for continuous adaptation to new technologies, protection of customers’ data**
- **General competences are required** by the staff so as for them to properly benefit from the opportunities provided by digital technologies
- Both **staff and trainers** should be properly prepared to meeting the challenges
- **Further modules required:** tourism marketing (search engine optimization, SEM (search engine marketing), management knowledge, knowledge of latest technologies for the sector and available resources in this area.

APREDIN

- Successful seminar, very positively accepted by participants,
- **Digitization very important**, need for companies to adopt **digital technologies**, improving **business’ performance** in terms of **better understanding the tourism market and covering customers’ needs**, need for **training on sustainable practices** (how to make my business environmentally friendly), adopting sustainable practices, **future of tourism (need for information and guidance)**, important to understand the operation structure and mode of the tourism businesses

Further modules suggested:

- Digitization (AR, VR data analysis, online marketing to enhance business operations and customers’ experience.
- Understanding generational differences, preferences and expectations, so as to best cover customers’ needs on an individual basis.

- Train businesses on eco-friendly practices to reduce environmental impact and adopt green initiatives in all aspects of their operations.
- “Need for adapting to the rapidly changing landscape”
- Future of tourism
- Business operations, provide insights and training on effective business management
- Digital transformation of tourism businesses’ operations.

SVEM:

- positively accepted and quite all suggested units positively assessed. Responders expressed their will to participate in the training programme, **at least attend the modules of interest for them**
- Need to provide **best practices** and shorten other modules
- **New modules to add:** hospitality, linguistic training, social media.

TTO:

- **digitization** as a channel to access **new markets**, develop **new products and services**. An opportunity to better communicate with the customer and better cover the customer’s needs, by preparing **customized products**
- The programme was **very well accepted** also as a means for adaptation of SMEs to sustainability
- **Destination** is very important to tourists. A sustainable model is important.
- **Digitization** will support this adaptation process to sustainability
- **Digitization** as a means to strengthening strong completion
- **Travel experience** also very important
- **Certification** is also important
- **Accommodation and food** are assessed of high importance. Food is a brand on its own and can attract visitors, as intensifying the **experience** of the tourist
- Need for adopting **sustainable tourism models**, notably considering that **alternative tourism** forms will be the future of tourism.

Synthesis of Qualitative Assessment Results

- The training programme was viewed as an initiative **responding to real needs** of the industry
- Almost all participants expressed their worries on the **increase of the competition** in the tourism sector and emphasized the need to **improve the competitiveness** of the local SMEs
- Local tourism businesses are **challenged by the global players** in the sector which deploy the **internet** and compete with the local tourism enterprises



- Tourism businesses need to acquire **digital competences** in order to improve their **performance** at all levels
- **Efficient operation, cost reduction, increase of business' visibility, effective marketing, effective management, better coverage of customer's needs, market analysis should be obtained through the massive digital transformation of the tourism SMEs**
- **Digitization** should also contribute to improving the **sustainability** of the tourism industry
- **Environmentally friendly policies** are necessary for the enterprises to comply with the general EU policies and hence be attractive to their customers
- Nevertheless, **alternative tourism** forms may increase their share in the tourism demand in the future
- Both the **destination** and the **tourist experience** are significant for the competitiveness of an area. **Food** can contribute to strengthening it.

Undoubtedly participants conveyed the worries of the local tourism actors regarding competitiveness and the need for digital transformation of the local tourism enterprises so as to keep pace with the sector's evolution and for them to be able to compete with the global companies.

Analysis of Quantitative Results: Scores

Overall Score of Partnership

(Total score for each training unit by number of assessors (50))

- All units (u) were granted with grades between 3,6p and 4,53p, meaning a positive acceptance of the proposed training subjects
- The highest score received u **19 "digitization"** 4,53p, while the lowest grade (3,60p) went to u1 **"Definition of Tourism"** and u **17 "F2f"**
- The average grade amounts to 4,177, while the number of grades above the average are 19 and of those below the average 17, almost half of the total (36 u).
- The 10 best scored u are:
 - 4 The Services deployed in tourism
 - 5 Main characteristics of the tourists
 - 7 Tourists preferences and needs
 - 15 Sustainable tourism
 - **19 Digitization**
 - **30 The Future of Tourism: The new digital technologies (AR, VR, Data pooling etc.)**
 - **32 The Future of Tourism: Reserving – booking (transfer, accommodation, activities, visits)**
 - **33 The Future of Tourism: Travelling**
 - **34 The Future of Tourism: Staying (accommodation and food)**
 - **35 The Future of Tourism: Experiencing**



- **The 10 bottom scored u are:**
 - 1 Definition of Tourism
 - **16 Green deal**
 - **17 F2f**
 - **18 Circularity**
 - 21 Examples of tourism businesses: The travel agency
Services provided (informing, planning, booking, guiding)
 - **22 The impact of my professional area on the environment**
 - 25 The Importance of Certification for the business
 - 27 Who certifies
 - 28 How it is being certified
 - **36 The Future of Tourism: Shopping**

- **The u above the average are the following:**
 - 2 The Visitor and the visitor's expectations
 - 4 The Services deployed in tourism
 - 5 Main characteristics of the tourists
 - 6 The generations more involved in tourism (Millennials, Gen Z, Silver tourists...)
 - 7 Tourists preferences and needs
 - 9 The environmental impact of tourism: The Accommodation
Construction of the facility; Operation of the facility (Material, Energy consumption - cooling, heating, cleaning - Water consumption, Waste generation - solid and waste water) ...
 - 12 The environmental impact of tourism: The Visits.
The Sightseeing: the site, the culture, the people, the carrying capacity"
 - 13 The environmental impact of tourism: Shopping.
Consumption of resources, packaging - waste,"
 - 15 Sustainable tourism
 - 19 Digitization
 - 20 Examples of tourism businesses: The Hotel. Accommodation facility;
Structure of a hotel business (the dpts, the operations)
 - 23 How to make it environmentally friendly?
 - 24 Examples of good practice
 - 30 The Future of Tourism: The new digital technologies (AR, VR, Data pooling etc.)
 - 31 The Future of Tourism: Planning the travel
 - 32 The Future of Tourism: Reserving – booking (transfer, accommodation, activities, visits)

- 33 The Future of Tourism: Travelling
- 34 The Future of Tourism: Staying (accommodation and food)
- 35 The Future of Tourism: Experiencing

Internal Nuances of the Survey

Differences between Partners

PROF. GROUP	AVERAGE GRADE	HIGHEST	LOWEST	TOP 10	BOTTOM 10
CCSEV	4,15	19, 30	17	2, 7, 12,15, 19, 21, 30, 31,32, 33	1, 3, 4, 6, 9, 10, 14, 16, 17, 18, 25, 26, 27, 28, 29, 36
APREDIN	3,7	6, 7, 20, 23	16	2, 4, 6, 7, 13, 19, 20, 23, 26, 35	1, 3, 8, 11, 12, 14, 16, 27, 28, 30, 31, 32, 33, 34
SVEM	4,41	30, 31, 32, 33, 34, 35, 36	25, 26, 27, 28, 29	5, 6, 7, 30, 31, 32, 33, 34, 35, 36	15, 16, 17, 18, 19, 20, 21, 25, 26, 27, 28, 29
TTO	4,36	4, 15, 19	1	3, 4, 9, 15, 19, 20, 30, 32, 34, 35	1, 2, 6, 8, 14, 17, 18, 21, 22, 23, 36

*Note: the number of figures contained in the "Top 10" -"Bottom 10" cells exceeds 10, as specific units were rated with the same score

Differences between professional groups

PROF. GROUP	AVERAGE GRADE	HIGHEST	LOWEST	TOP 10	BOTTOM 10
Accomm. Facilities	4,32	2	14, 17	2, 3, 4, 5, 7, 9, 10, 15, 19, 20, 26, 27, 28, 29, 30, 33, 34, 35	1, 2, 14, 17, 21, 22, 28, 31, 33, 36
Restaurant Staff	4,17	2, 3, 10, 19, 20	21, 22, 36	2, 3, 4, 5, 7, 9, 10, 15, 19, 20, 25, 26, 27,	1, 6, 11, 16, 18, 21, 22, 24, 31, 36

				28, 29, 30, 33, 34, 35	
Travel Agencies	4,26	5, 6, 22, 23, 24	17	5, 6, 8, 11, 12, 14, 22, 23, 24, 30, 31, 32, 33, 34, 35	1, 4, 10, 17, 20, 25, 26, 27, 28, 29, 36
Educ.- Training Organizations	4,29	24	36	7, 8, 12, 13, 14, 15, 23, 24, 26, 30, 35	1, 2, 3, 4, 5, 6, 7, 16, 17, 20, 21, 32, 36
Other	4,06	30, 31, 32	17	2, 7, 15, 19, 30, 31, 32, 33, 34	1, 8, 10, 11, 14, 16, 17, 18, 26, 27

*Note: the number of figures contained in the “Top 10” - “Bottom 10” cells exceeds 10, as specific units were rated with the same score

Detailed Review of the Validation Workshops’ Outcomes

A more detailed review on the outcomes of the Validation Workshops is presented in the following pages as deriving from the tables attached to the Annex.

The present analysis of the workshops’ results is compiled on two distinct levels:

- I. Assessment by Partners and at Partnership level
- II. Assessment by Professional Categories and at Partnership level.

As a general result the quantitative analysis reconfirmed the overall outcome occurred from the synthesis of the qualitative inputs of the partners, that the programme was positively accepted by the assessors, as the average score at partners’ level amounted to 4,17 by a maximum of 5. The assessing range was quite narrow, reaching from 3,53 (lowest score in partner’s average scores) to 4,56 (highest average grade). Consequently, the differences between the various training units should be viewed as relative, rendering difficult to sort out training units as very or not important.

There were 36 training units in total to assess as shown in the tables of the Annex.

Following the above division of the assessment procedure in two parts (I and II) the results for Part I are the following:

1. Assessment by Partners and at Partnership level

Partners, though all positively accepting the programme and its components (training units), each display a different **average** of scores: SVEM (4,41), TTO (4,36), CCSEV (4,15) and APREDIN (3,70).

The assessment of the individual training units differs in terms of priority between the various partners. For instance, unit 12 "*The environmental impact of tourism: The Visits, The Sightseeing: the site, the culture, the people, the carrying capacity*" is graded as very important (4,50) by CCSEV, whereas low (3,42) by APREDIN and neutral by the two other partners. Nonetheless to be underlined that the grades received by the two other partners (TTO and SVEM) were in absolute values very close to the "high" score granted by CCSEV (4.58 and 4.44 resp.), however of lower priority vs. other training units which make up the average of each of the two partners.

For a certain number of units, a common assessment across partners may be identified. In particular units #1, 8, 10, 11, 14, 16, 18, 22, 23, 27, 28, 29, covering the "Definition of Tourism", "the impact of tourism on environment", the presentation of the EU policies on environment and their impact on tourism, along with the module on certification receive a neutral to low score. On the contrary only one unit seems to be highly prioritized by all partners, that of "the Tourists' preferences and needs".

Even the filters of "top 10" – "bottom 10" applied at each individual partner level did not return common to all partners areas (units), consequently making the synthesis of the different approaches a more complicated issue.

However, perhaps these differences are of particular interest with regard to the transnational aspect of the START project, as they reflect local preferences occurring from local perceptions and needs in the various partner areas.

As a result, the level selected to prioritize the assessment scores was that of the average of the partnership.

At this level (partnership average) the 10 highest ranking training units are as in the following table:

Top 10 ranking units

Unit No	Subject	Score
19	Digitization	4,56
30	The Future of Tourism: The new digital technologies (AR, VR, Data pooling etc.)	4,51
7	Tourists' preferences and needs	4,44
32	The Future of Tourism: Reserving – booking (transfer, accommodation, activities, visits)	4,42
35	The Future of Tourism: Experiencing	4,40



15	Sustainable tourism	4,40
34	The Future of Tourism: Staying (<i>accommodation and food</i>)	4,34
4	The Services deployed in tourism	4,33
33	The Future of Tourism: Travelling	4,33
5	Main characteristics of the tourists	4,31

Respectively the 10 lowest ranking training units are as below:

The Bottom 10 ranking units

Unit No	Subject	Score
17	F2f	3,50
1	Definition of Tourism	3,53
36	The Future of Tourism: Shopping	3,79
16	Green deal	3,91
18	Circularity	3,95
28	How it is being certified	4,00
27	Who certifies	4,02
21	Examples of tourism businesses: The travel agency. Services provided (informing, planning, booking, guiding)	4,03
10	The environmental impact of tourism: The Food. <i>Production of agro food products, storage, packaging, transport, preparation of meals</i>	4,04
25	The Importance of Certification for the business	4,04

Following the ranking in the above two tables the digital transformation of tourism (units #19, 30, 32, 33, 34 and 35), 6, out of the 10 highest scoring topics, belong to the digital transformation of the tourism industry and its facets in the various tourism activities.

The other 3 high ranking units (#7, 4 and 5) refer to “marketing” issues (the main characteristics of tourists, the tourists’ preferences and needs and the services deployed in tourism) and only one (#15, Sustainable tourism), refers to sustainability and the environmental aspects of tourism, a main subject of the programme, and that only at a generic level, whereas more training units going deeper in the impact of tourism on the environment are offered.

The above finding is thereafter confirmed by the under “bottom 10” falling topics. The presentation of three EU policies affecting the tourism industry (F2f, Green deal, Circularity) received a low score, along with the three training units referring to Certification within the context of sustainability and the environmental impact of food.

In more detail the **best ranking training units** of the partnership as a whole regard the **future of tourism** (in terms of its digital transformation) along with its specific components (units #32 – 35) except “Shopping”, rated low, and “Planning the Travel”, rated neutral.

Besides the profile of the tourists (characteristics and preferences of the tourists (unit #5) and the generations most involved in tourism) along with the deployed services in tourism (unit #4) are similarly highly rated as well as “Sustainable Tourism” (unit #15).

On the contrary, the lowest score received unit 1 (“what is tourism”), unit “F2f” and the related with Sustainability EU policies (units #16, 17 and 17).

The units referring to the environmental impact of the tourism activities received a mixed score. The impact of the accommodation facilities along with the visits and the shopping (units #9, 12 and 13) received a grade above the average, whereas the impact of the trip, of the food and the transportation were of low interest, similarly as the cultural impact of tourism.

However, it should be said here that the preferences of the individual partners differ from each other, without demonstrating a uniform approach.

Besides, as mentioned above, the scoring range is quite narrow and the above comments actually reflect the scaling of the preferences of the individual partners.

It could be said that to a certain extent the subjects touching on the customer’s expectations and on the digital transformation of tourism are higher prioritized than the environmental competences, maybe an indication that more effort should be made to understanding the contribution of sustainability to the competitiveness of the tourism businesses.

More in detail:

- Definition of Tourism (unit #1) was low rated, probably because the assessing experts consider it self-evident for someone employed in tourism. However, the scope of the unit is to make attendees understand the functioning of tourism as an interaction between the visitor and the destination, while deploying the wide range of means and resources to

serve the final objective, the satisfaction of the visitor and that of the local actors at the destination.

- Mixed rating given to “destination”, whereas by far can’t be viewed granted the understanding of the destination (its components, its functioning, its background etc.) as a set of subjects and operations aiming to cover the customer needs
- The services deployed in tourism: ambiguous rating (in some cases low rating in other high)
- The unit on the tourist’s preferences were positive scored
- The environmental impact of the:
 - trip: neutral to low
 - accommodation facility: neutral
 - food: low
 - transportation: neutral to low
 - visit: neutral to low
 - shopping: neutral to low
- In general: the environmental impact of tourism is not rated high
- Low was the score of the cultural impact
- However, the unit on “sustainable tourism” receives a higher score (from low to high)
- The introduction into the EU policies regarding the environment have scored low, with the F2f (Farm to Fork) receiving the lowest score. Questionable however to what extent respondents understood what F2f stands for and its importance for food and tourism, as a main activity of the tourist and a criterion to choosing the destination
- “Digitization” was highly rated (4,56) and may be viewed as one of the central issues responders are concerned about.
- Example of tourism businesses (aiming for the trainees to understand the operation of a tourism business and position themselves in there to reflect on the ways they may change performance towards sustainability) in the case of:
 - “the hotel facilities” received a medium score 4,28, as a result from a mixed assessment
 - “the travel agency”, received a lower score
 - and the way to “make it (the business) environmentally friendly”, a rather low grade
 - the presentation of relevant examples scored neutral.
- The certification of the facility and its performance (in terms of sustainability) was assessed from neutral to low (scored between 4,00 and 4,11) for its five training units included within the module
- Assessors were particularly, though not in all cases, satisfied by “the future of tourism” unit (4,51) and the 6 other related training units, thus scoring from 4,30 to 4,50 with the exception of the unit “the future of shopping (unit #36)).

2. Assessment by Professional Categories and at Partnership level

With regard to Part II “Assessment by the individual professional groups” the following comments can be made:

The assessment across the various professional groups looks more balanced compared to the assessment at partners’ level. The span of scoring at partnership average is also here narrow.

The Top 10 ranking units

Unit No	Subject	Score
19	Digitization	4,71
30	The Future of Tourism: The new digital technologies (AR, VR, Data pooling etc.)	4,59
35	The Future of Tourism: Experiencing	4,55
15	Sustainable tourism	4,53
7	Tourists preferences and needs	4,52
5	Main characteristics of the tourists	4,49
34	The Future of Tourism: Staying (accommodation and food)	4,46
32	The Future of Tourism: Reserving – booking (transfer, accommodation, activities, visits)	4,43
33	The Future of Tourism: Travelling	4,42
4	The Services deployed in tourism	4,40

In the Top 10 list of units, 6 units refer to the Future of Tourism (digital transformation of tourism and its individual components), followed by the consumer related units (#7, 5 and 4) and the unit on Sustainable Tourism.

The bottom 10 ranking units

Unit No	Subject	Score
36	The Future of Tourism: Shopping	3,54
17	F2f	3,56
1	Definition of Tourism	3,64
21	Examples of tourism businesses: The travel agency. Services provided (informing, planning, booking, guiding)	3,96
16	Green deal	3,97
22	The impact of my professional area on the environment	4,05
28	How it is being certified	4,06
18	Circularity	4,07
27	Who certifies	4,09
25	The Importance of Certification for the business	4,10

The lower ranking units regard the presentation of those with environment related EU policies (three units), two units on certification, specific units related with the impact of tourism businesses on the environment (two units) and the unit on the “Definition of Tourism” and the “Shopping” in the context of the “future of Tourism”.

In more detail and with reference to the professional groups participated in the validation workshops following comments can be made:

- **Hotels – Accommodation Facilities**

The approach by the assessors of the individual partners is quite differentiated. The “customer related” topics (#2, 4, 5, 6, 7) along with the aspect of digitization seem to concentrate the highest interest across all partners’ assessors. The environmental impact of tourism – with focus on accommodation- is also a high-ranking topic along with sustainability in tourism (#15), whereas more specific insights concerning the application of sustainable practices seem to be of lower interest. Similarly, in the knowledge area “the future of tourism” assessors are interested in the conveyance of some generic knowledge (#30), the application of the digital technologies in the sales’ procedures along with the involvement of the specific technologies in improving the customer’s experience.

- **Restaurant Staff**

Though a smaller sample than in the previous professional group (only TTO and CCSEV joined the specific professional branch), it is interesting to record the preferences of the specific group and its specificities vs. the other professional categories.

The “expectations of the visitor” unit –customer focus- is highest ranked (5), along with “the Destination” (unit #3), indicating that Restaurant Staff understand themselves as part of the destination, which was not in the case of the Hotel branch.

Environment and Food (unit #10) is also highly assessed, in contrast to the F2f (farm to fork) policy, directly affecting the food branch. It is questionable to what extent the reference of the specific policy as ‘F2f’ was clearly understood in its content by the assessors. “Digitization” (unit #19) is also an important aspect for the specific professional group as well as the insight of a hotel enterprise (unit #20). It is interesting that the unit #22 “Impact of my professional area on the environment” is low ranked (3,00), as well as unit 16 (Green Deal) and 18 (Circularity), possibly indicating a low sensitization level on the importance of sustainability and the contribution of the various professional activities on the environment.

- **Travel Agencies**

As in the case of “Restaurant Staff ” here too, only two partners are involved (CCSEV and SVEM), while two others are not.

A significantly different picture on the priorities of the specific professional group vs. the other ones is returned by the assessors.

The tourists’ characteristics (units #5 and 6) are of importance for the travel agencies, while the visitor’s expectations (unit #2) less, probably indicating a more “sales oriented” profile than a wider, “service oriented” one, by the assessing experts. The environmental impact of tourism with regard to the trip (unit #8) is highly ranked, indicative of the perception of their profession as involved in the transportation procedure and indicative also of a certain environmental concern (GHG emissions).

Latter matches also with the importance granted to units #11 and 12 (environmental impact of tourism: transportation and sight-seeing).

Unlike the other professional groups, the cultural impact of tourism is highly ranked here.

Sustainability and environmental aspects of tourism are also highly ranked by the specific group, indicators of a significant sensitization on environmental issues, also reflected on the highest ranking of units #22, 23 and 24 (impact of the specific professional activity on the environment and capacity to change).

Nonetheless the digital transformation of tourism with all its facets in the specific programme, are substantially prioritized thus complying with the other professional groups in the particular knowledge part.

- **Education – Training Experts**

Academia and Training experts seem not to be driven by competitiveness concerns as the case in the other professional groups. Environmental concerns are here more highlighted as well as general aspects on the (digital) future of tourism and its impact on the tourist's experience (unit #35).

- **Other (professional groups)**

A quite mixed picture is reflected by this professional group encompassing various specializations (consultants, journalists, etc.), where the topics of general branch (tourism) interest (units #2 to 7) are underlined (though not highest ranking). The environmental interest is located on two only training units (#12 and 15) along with the "Digitization" module, highest rated by the specific group. Complying with the latter all aspects of the digital future of tourism (units #30 – 35) are almost highest rated, with the exception of "shopping" (unit #36).

Discussion

The aim of the Validation Workshops was actually to record the opinion of the assessors on the appropriateness of the proposed training programme, where of crucial importance is the targeted group and of course the training objectives of the programme. In the present case the training programme is addressed to both new young entrants in the tourism sector as well as to staff already working in the sector.

As the ambition of the programme is to **introduce change** in terms of sustainable thinking/practice and of applying digital technologies towards that in the specific industry, focus should be made on "cultural" aspects of the attendees, meaning that the programme aims at changing the attitudes of the trainees vs. sustainability and digital transformation of the enterprises. To this end trainees should become aware of the necessity of sustainable adaptation of the tourism industry and its main components, its enterprises, and anticipate how to perform it. To do so, trainees should primarily acquire sound understanding on the functioning of tourism and on the notion of sustainability. Once having acquired these two pieces of knowledge attendees can become critical on the extent that each of the tourism operations really fits to a sustainability concept or not.

The next step should be then to make the trainees familiar with the operations performed in the tourism industry. Since the training programme does not address a specific group of employees or potential employees, it can't be specific for a particular work position. As such it can furnish some examples of work positions, where a critical review over the executed activities may make trainees acquainted with the activities carried out and conscious of the impact of these activities on the environment. Nevertheless, the acquisition of the principles of the main current EU policies with regard to sustainability should enforce the adequacy of their competences and provide trainees with further added value.

Reviewing the results of the Validation Workshops the impression is that respondents mainly expressed their own preferences and concerns and less those of the potential participants in the suggested training programme.



As a result, each professional group expressed its own preferences and worries, to a certain extent legitimised, but the synthesis of them leads to differentiated preferences and priorities. What, however, in most of the cases is visible, is the concern of the professionals about the competitiveness of their businesses and the need for improvement. Not a coincidence that almost the total of grades is relatively high and moves within a rather narrow assessment range.

Besides it should be noticed the relatively low assessment of the environmental components (training units) of the programme. Though in most cases sustainability is highly emphasized the more specific units supporting the practical application of sustainable practices in the work environment are underestimated. A shallow understanding of sustainability? Other preferences and needs? In any case it looks a little controversial.

Lastly, it is important to underline the importance devoted to “digitization” as a general training unit as well as, in the majority of the cases, to its main components encompassed under the title “The Future of Tourism”.

Conclusions

The results collected from the Valorisation Workshops are not uniform and diversify in their preferences and priorities between the partners and the professional groups with regard to the training modules and units.

What can be viewed as common (maybe with the exception of the group “Education/ Training Experts”) is that the professional categories emphasize the needs of their own branch and not of the entire tourism industry, as intended by the training programme.

The low diversification of the assessment grades along with the high grades granted to the specific training units indicates relevance of the training programme with the needs of the sector.

The emphasis given to “digitization” and its individual components (under the title “The Future of Tourism”) indicates that the specific aspect should be more stressed in the training programme.

Recording the concerns of the businesses about their competitiveness it is considered necessary to provide them with concrete assistance in terms of competences by the attendants of the programme.

Three issues might contribute to that:

- The better understanding of the connection between sustainability and competitiveness
- The increased use of digital technologies and
- The provision of practical competences to the trainees, so as for them to be more employable and supportive to the enterprises.

Learning programme

Introduction

As a result of the validation workshops, the partners defined the structure of the START Training programme consisting of 10 learning modules and containing the aims declined respecting the competences identified during the research phase; the correlation with European frameworks (DigComp 2.2, GreenComp) when possible; the methodological framework and the macro definition of the didactic support tools.

Methodologies to be applied

In line with the learner-centred approach assumed by the START project, the learning content of the training programme will be developed with respect of the different learning styles, modes and times of people, namely:

1. **Microlearning for digital and green upskilling**, realised with the use of multimedia and multidimensional systems (words, images, videos, texts) adopting a multiplicity of stimuli (cognitive, emotional, auditory, visual), is able to make people acquire knowledge targeted to specific learning objectives, aggregable with other learning objects in a modular manner and reusable in different learning situations. Microlearning has, in fact, a granular, "just-in-time" and "just-for-me" approach, oriented towards the learner's empowerment that, in a practical and user-friendly manner, facilitates and simplifies people's learning; a condition of extreme relevance for the acquisition and adaptation of digital and green skills that by their very nature are complex in language and the high evolution of content.

This kind of solution configures a digital and green education offer adapted to the educational challenges of the contemporary world as it:

- **broadens training possibilities**, allowing many more people to be reached than with traditional classroom training;
 - **helps learners with disabilities** by being able to enlarge text, use voice-transcription systems, geolocation technologies and text-to-speech (TTS), thus facilitating learning even by those with physical disabilities;
 - **enables so-called 'every time & everywhere' training**, as learners, having their own mobile devices to hand, can benefit anytime and anywhere from continuous training and learning moments;
 - **allows formal and informal training to be connected**, as learners can access additional learning **materials to supplement and/or clarify the concepts learned**;
 - **supports situational learning**, similar to 'audio guides' in museums and art galleries that enable visitors to learn about and analyse the works of art on display while observing them live and up close.
2. **Narrative branching scenarios** that, through the use of instructional design techniques, combine narrative (storytelling) and educational design with a filmic approach perceivable in a plastic manner in the sequentiality of the frames (educational scenes) and in the alternation of spaces and situations (learning environment) in which the animated characters (roles) are located, and the story that forms the background to the learning process, strongly contextualised in the company/professional experience. The

scenarios will allow users to make choices that will influence the course of the story, making them reflect on the advantages and positive repercussions in the company of the behaviour they have adopted, with moments of verification and control of the choice made (right, wrong, why), stimulating their direct participation in a recursive process of activation, triggering, verification and feedback to train the target skills and assess the achievement of learning outcomes, in a learning context that contemplates solutions with a high didactic and motivational impact, allowing them to be protagonists in a process of:

- **learning**, immersing oneself and identifying with the role acted and to be acted in the company, empirically and in a lifelike way acquiring the behavioural qualities that generate the expected performance
- **objective, selective and circumstantiated self-assessment** of one's level of skill possession/exercise, identifying errors to avoid, virtuous behaviour to emulate and one's areas for improvement

In addition, the interactivity inherent in the scenarios allows users to access additional training content inherent not only to role-playing skills, but also to the digital and green skills that are gradually changing their modus operandi, in a way that is synchronised and in harmony with the story.

The advantages of interactive e-learning are mainly related to its greater ability to affect long-term memory and the improvement of the learner's attention span.

In this regard, it should not be forgotten that:

- interactive content allows the simulation of real situations in which the learner is called upon to make decisions in an environment free of risks and repercussions, where he/she can experiment freely, making mistakes and trying them again, so as to be prepared when he/she faces concrete problems in real situations;
- the presence of questions or an activity to be carried out by the learner at a given moment, allows for the interruption of the usage of the learning content, forcing learners to reflect on the knowledge acquired so that they can choose the right answer;
- the presence of continuous feedback mechanisms that affect the learning experience, encourage learner reflection and involvement;
- the use of interesting stories and original questions generates cognitive processes in learners that enable them to remember concepts easily;
- "entertaining" elements such as multimedia and games, motivate learners to participate more willingly in the learning process. The more interesting the story, or the game, the more intense the learner's motivation.

3. **Educational Programme** that combines information and training, placing the user at the centre of the user experience and represents a training tool particularly tailored to the tourism sector, which constitutes a broad and articulated social phenomenon that integrates factors of an anthropological, cultural and behavioural nature and, therefore, requires from the learner an organic overview, a broad understanding of current and prospective trends that forms the background and outline of the professional specialisation focused on development processes and digital transition of modus operandi.

In line with the most recent logics of entertainment and learning personalization, the Programme adopts and integrates AI-based and interactivity models as distinctive elements, which allow users to choose if



and when to access the different types of content provided and how to modulate their learning paths according to their needs.

The programme alternates sessions in which an Avatar introduces the different topics with simple and captivating language, with interviews with teachers and experts that allow us to further investigate, contextualise and explain key concepts for learning.

At the end of each topic, viewers can access the video training pills and/or the learning objects correlated to each topic with the use of interactivity

4. **Green-Tech Infusion Toolkit**, as a methodological handbook on transformational team coaching and green-tech infusion, accompanied by didactic and operational tools (Circular Tourism Tool), to allow trainers to evolve towards the role of green-tech infusion Coach, in order to guide tourism workers in the realisation of as-is-to be organisational analyses for the circular transformation of the business model; in the design and "in vitro" implementation of digital solutions to innovate, in their own organisational contexts, the range of tourism products/services offered in a sustainable key (START Lab).

The toolkit, in particular:

- assumes transformational team coaching as an empowerment model for tourism workers, accompanying them in their personal/professional development with the acquisition of a green culture and a digital mindset, to develop, on the field, predictive and proactive analysis and diagnosis skills of organisational contexts functional to redesign business models in a circular key with the support of digital technologies
- uses tech-infusion as a critical success factor for the incremental and systematic introduction of sustainable innovation in business operations

Teaching Techniques

The diverse modules will be delivered via a blended learning approach, combining online and in-person training methods. This combination will provide flexible learning options to accommodate the time constraints of working professionals in the tourism industry.

- **Online Component:**

The online segment will include digital resources that trainees can access and study at their own pace. Short, engaging videos will introduce the key concepts of digitization and sustainability. Interactive quizzes and brief assignments will be included for self-assessment and understanding reinforcement.

- **In-person Component:**

The in-person segment will be highly interactive, including group discussions, case study analyses, and hands-on practice with digital tools. These sessions will enable trainees to apply what they have learned online, exchange ideas, and seek clarifications.

E.g the *two-hour module* will be broken down as follows:



- a) 1 hour of self-paced online learning
- b) 1 hour of in-person interactive session

Throughout the module, teaching will be learner-centered, emphasizing active learning and practical application of knowledge.

Instructors will act as facilitators, guiding the learning process rather than simply delivering information. The aim is to make the learning experience engaging, practical, and directly applicable to trainees' work environments.

Participant Selection Criteria

The 40 TOURISM WORKERS targeted by the testing phase of the START training programme will have different experiences and come from diverse professional contexts, integrating travel agencies and accommodation facilities, in line with the needs analysis carried out by the partners during the design phase of the START project.

The target group will be selected on the basis of age (favouring those under 35), gender (prioritising the female segment), and geographical origin (reserving a quota for workers from non-EU countries).

Modules overview

OER 1 - What is Tourism?

OER 2 - The Tourists

OER 3 - The Environmental Impact of Tourism – Tourism a Resources' Consuming Industry

OER 4 - The main EU policies on Sustainability Affecting Tourism

OER 5 - The Tourism Insight

OER 6 - The Future of Tourism – How digitalisation will change the sector

OER 7 - Digitization and Sustainability

OER 8 - Social Media and Marketing in the tourism sector

OER 9 - Certification of Sustainable Performance

OER 10 -How to Apply - Rethinking Tourism

OER 1 - What is Tourism?

This module equips participants with the theoretical and practical knowledge required to start a career in the touristic market. Its purpose is to provide a comprehensive understanding of the field of tourism, focusing on the visitor's expectations, explaining the importance of the destination and itemizing touristic services. It delves into tourism issues by providing essential knowledge related to the movement of individuals or groups



for sightseeing, entertainment, work, and holding a conference. The student learns and familiarizes himself/herself with all the procedures related to the tourism and travel sector.

Topics covered include:

- Definition of Tourism
- The Visitor and the visitor's expectations
- The Destination
- The Services deployed in tourism

OER 2 - The Tourists

The module "The Tourists" aims to provide students with a comprehensive understanding of the main characteristics of tourists, including their preferences and needs. It also explores the different generations that are more involved in tourism, such as Millennials, Gen Z, and Silver tourists. By examining these aspects, students will develop insights into the evolving trends in the tourism industry and enhance their ability to cater to the diverse needs of tourists. Topics covered include:

- Introduction to Tourism and Tourists
- Main Characteristics of Tourists
- Generations in Tourism: Millennials, Gen Z and Silver Tourists
- Preferences and Needs of Tourists
- Evolving Trends in Tourism

OER 3 - Environmental Impact of Tourism- Tourism a Resources' consuming industry

This module aims at ensuring a more sustainable thinking and behaviour of participants as well as a more conscious understanding of the need for as well as the role of sustainability applied to different components of the tourism value chain. Its purpose is to provide a comprehensive understanding of sustainability towards business competitiveness without ignoring any of the components of the overall tourism circuit, the interconnection between them as well as the environmental, social, cultural and economic impact. Thus, critical thinking is required when tourism actions are analysed.

Topics covered include:

- Sustainability - Why should you be sustainable: a requirement of society - a requirement of the customer
- What is Sustainable Tourism Development?
- Sustainable Tourism Development and its Relevance: Challenges and Opportunities
- Tourism impact quartet:
 - Environmental impact – greenhouse gas emissions and tourism
 - Social impact – overtourism
 - Cultural impact – changing local identity based on tourists' expectations
 - Economic impact – tourism, economic growth and competitiveness
- Sustainable tourism strategies
- Tourism policy trends
- Cases studies and good practice examples from Europe



OER 4 - The main EU policies on Sustainability Affecting Tourism

This training module is designed to allow participants to become aware of the principles of the new EU policies regarding sustainability and the way that they affect the particular activities of the tourism industry. Topics covered include:

- Overview of EU tourism policy
- Tourism transition pathway, Co-creation and co-implementation process
- The green transition of tourism
 - A greener EU tourism
 - Sustainable and smart mobility
 - Greener SMEs
 - Green skills
 - Raising awareness
 - Best practice examples on green actions in tourism
 - European Tourism Indicators System for sustainable destination management
 - The EU Ecolabel and EMAS
- The digital transition of tourism
 - Support for destinations, SMEs and visitors;
 - Digital solutions for business
 - Digital solutions for the public sector and tourism managers
 - Digital solutions for visitors
 - Data management for tourism
- Skills for the EU tourism workforce
 - EU pact for skills
 - Large-scale skills partnership for the tourism ecosystem
 - Skills in the transition pathway for tourism
 - Blueprint for sectoral cooperation on skills: tourism
- The next tourism generation alliance

OER 5 - The Tourism Insight

This training module is designed to provide participants with a comprehensive understanding of the operations of a tourism enterprise and to equip them with the necessary skills to anticipate and implement actions to improve performance in terms of sustainability. The module will focus on examples from the structure of a hotel business and the services provided by a travel agency, highlighting key areas where sustainable practices can be implemented for enhanced environmental, social, and economic outcomes.

Topics covered include:

- Overview of the tourism industry
- Structure and operations of a hotel business
- Sustainability principles and goals; monitoring and evaluation of sustainable practices; stakeholder engagement and action planning for sustainability



- Environmental, social, and economic impacts of tourism; key performance indicators for sustainable tourism, assessments and audits; case studies of sustainable tourism practices
- Energy and water management, waste reduction and recycling in hotels
- Green building and infrastructure in hotels; sustainable procurement and supply chain management in hotels
- Responsible tourism policies and certifications; services provided by a travel agency; responsible destination selection and planning in travel agencies
- Community engagement and cultural preservation in travel agencies; sustainable transportation options in travel agencies
- Market research and customer feedback analysis
- Technology and digital marketing for sustainable tourism

OER 6 - The Future of Tourism – How digitalisation will change the sector

This module “The Future of Tourism” aims to provide operators in the tourism sector with an understanding of the impact of technology aligned with the concept of Industry 4.0 development in the tourism sector. It will also facilitate an understanding of the types of tools available (and under development in this rapidly changing landscape) and their multiple applications in tourism. This will enable participants to rethink and redesign the tourism value chain employing 4.0 tools. The module will focus on new technology such as Virtual Reality (VR) together with Augmented Reality (AR) which have a dramatic influence in the tourism and hospitality sector; Internet-of-Things (IoT) and other technological tools (employment of distributed sensors, the applications of the global positioning system (GPS), of Bluetooth, roaming data, etc) applied in the tourism sector, especially to enhance travel planning and tourist satisfaction; Big Data Analytics to improve tourism design to customise tourist offers in relation to their needs; Blockchain implementation to enhance operational efficiency, transparency, and security.

Topics covered include:

- Impact of Industry 4.0 on Tourism
- Opportunities of technology-driven travel trends
- Introduction to AR, VR and MR Applications
- Use of Internet-of-Things (IoT) for involving and interacting with tourists
- Blockchain to enhance operational efficiency, transparency, and security
- Usage of Artificial Intelligence (AI) and Analytics

OER 7 - Digitization and Sustainability

This module is a simple and practical introduction to the key concepts of digital tools and sustainability in the tourism industry. It is designed for individuals with minimal technical expertise, particularly those in the lower qualification roles in the tourism sector. The module will equip operators with an understanding of what digitization and sustainability are and why they're crucial for the future of the tourism industry. They can learn about the basic digital tools used in the sector and how these can make your work easier and enhance the experiences of their customers. The module will also introduce them to what it means to be 'sustainable' in their work and how simple steps can significantly reduce environmental impact. Importantly, they will



explore how digital tools can aid in achieving sustainability, through practical examples and easy-to-follow steps. The module aims to empower them with the knowledge and confidence to take the first steps towards making their work more digital and sustainable. The skills learned in this module are essential in navigating the evolving tourism landscape, paving the way for better business practices and a healthier environment.

Topics covered include:

- Understanding Digitization
- Basic Digital Tools in Tourism
- Understanding Sustainability
- Sustainable Practices in Tourism
- Combining Digitization and Sustainability
- The Future of Tourism

OER 8 - Social Media and Marketing in the tourism sector

This module is a professional specialisation program that meets the modern professional requirements of marketing and corporate digital communication. It equips participants with the theoretical and practical knowledge required to start a career in digital marketing and to progress into senior management positions, for those already active in the industry. Its purpose is to provide a comprehensive understanding of the field of new online media and social networks, with the aim of developing capabilities to design and implement integrated strategies for individuals, policies and businesses on the internet.

Topics covered include:

- Fundamentals of Digital Marketing
- Introduction to Digital Marketing / Similarities and differences from Traditional Marketing
- The role of Digital Marketing in the success of brands and businesses - a strategic approach
- Channels, tactics and functions included in the design of the Digital Marketing Plan
- The environment, use and importance of social media in business
- Social Media Platforms: Blogs, Facebook, Twitter, LinkedIn, Foursquare – Facebook Places, Instagram, Pinterest, YouTube – Dailymotion, E-mail & viber marketing

OER 9 - Certification of Sustainable Performance

Certification is a useful vehicle for both business and client to distinguish. The goal of this training module is to make trainees aware of the importance of certification on sustainability and to make them familiar with the content of sustainable practice in the tourism industry, with the various certifying organizations, the various labels in the tourism industry and the procedures to acquire one.

Topics covered include:

- Market trends: importance of sustainable performance in being selected as a business
- The label – a tool for customers to make their selection; the label for the business; the “eco label”: a recognition mark
- The certification process: what it consists of - the players
- The business’s benefits of applying a certification process
- The Global Sustainable Tourism Council (GSTC), what it is



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- The performance levels of the GSTC; why it is helpful to distinguish between levels
 - The GSTC criteria list
 - Performance indicators
 - Certification Bodies and Accreditation by the GSTC
 - What to apply for
 - The certification procedure
 - Presentation of a number of accredited Certifying Bodies and Labels on Sustainability.

OER 10 - How to Apply - Rethinking Tourism

This module is the closing module of the training programme. As such it recapitalizes knowledge and competences provided and calls trainees to apply them to the daily operations of a tourism business. An example of the application of a simple sustainability strategy on a hotel business will be approached and modern tools for potential use will be presented. In the context of a practical exercise participants are invited to imagine themselves in specific work positions and to critically review the envisaged duties towards sustainability criteria and deployment of digital technology, so as to act as agents of change for the businesses.

Topics covered include:

- The START training programme; the training objectives and the pursued results
- Sustainability strategies; benefits of a sustainable practice in tourism
- Environmental data as reference basis; decarbonization policies in tourism
- Reducing energy consumption; systems to reduce energy consumption
- Reducing water consumption; systems to reduce water consumption
- Reducing use of plastic; reducing waste
- Tourism business management
- Financial management
- Monitoring systems; monitoring sustainability in tourism businesses
- Data management
- HR management and training
- Communication policies
- Business Branding and digital marketing
- Customer service and satisfaction



Modules description

1. What is tourism

a) DESCRIPTION

It is a professional specialization programme that meets the modern professional requirements in the touristic market.

b) OBJECTIVES AND COMPETENCES

It equips participants with the theoretical and practical knowledge required to start a career in the touristic market.

Its purpose is a comprehensive understanding of the field of tourism, focusing on the visitor's expectations, explaining the importance of the destination and itemizing touristic services.

c) COURSE CONTENTS OR THEMATIC SECTIONS

- Definition of Tourism
- The Visitor and the visitor's expectations
- The Destination
- The Services deployed in tourism

The curriculum delves into tourism issues by providing essential knowledge related to the movement of individuals or groups for sightseeing, entertainment, work, and holding a conference. The student learns and familiarizes himself/herself with all the procedures related to the tourism and travel sector.

d) EDUCATIONAL METHODS AND TOOLS

To facilitate learning, the didactic structure, within the formal training sessions foreseen by the project, will be characterised by the implementation of appropriate practical activity sessions, functional to support and motivate the path of the entire learning community also through access to an educational programme, Micro-learning pills and adoption of the "Green-Tech toolkit"

e) ASSESSMENT CRITERIA

Successful completion of a gamified scenario with narrative branches and awarding of a badge

f) LENGTH OF THE MODULE

2 hours

g) REFERENCES

<https://www.unwto.org/glossary-tourism-terms>



2. The Tourist

a) DESCRIPTION

It is a professional specialization programme that meets the modern professional requirements in the touristic market.

b) OBJECTIVES AND COMPETENCES

The subject “The Tourists” aims to provide students with a comprehensive understanding of the main characteristics of tourists, including their preferences and needs. It also explores the different generations that are more involved in tourism, such as Millennials, Gen Z, and Silver tourists. By examining these aspects, students will develop insights into the evolving trends in the tourism industry and enhance their ability to cater to the diverse needs of tourists.

c) COURSE CONTENTS OR THEMATIC SECTIONS

- **Introduction to Tourism and Tourists**
 - I. Definition and importance of tourism
 - II. Role of tourists in the tourism industry
- **Main Characteristics of Tourists**
 - I. Demographic factors
 - II. Psychographic factors
 - III. Motivations for travel
- **Generations in Tourism: Millennials, Gen Z, and Silver Tourists**
 - I. Characteristics and behaviours of each generation
 - II. Their impact on the tourism industry
- **Preferences and Needs of Tourists**
 - I. Accommodation preferences
 - II. Transportation preferences
 - III. Food and dining preferences
 - IV. Activities and attractions preferences
- **Evolving Trends in Tourism**
 - I. Sustainable tourism
 - II. Technological advancements in the tourism industry
 - III. Rise of experiential tourism
- **Challenges in Meeting the Needs of Different Generations**
 - I. Generation-specific preferences and expectations
 - II. Overcoming language and cultural barriers
- **Strategies for Catering to Tourists' Preferences and Needs**
 - I. Personalization and customization of experiences
 - II. Creating diverse and inclusive tourism offerings
- **Communication and Customer Service Skills in Tourism**
 - I. Effective communication with tourists



II. Handling customer complaints and resolving issues

By completing this educational project, students will gain a comprehensive understanding of the main characteristics of tourists, the generations more involved in tourism, their preferences and needs, as well as develop the necessary skills to excel in the tourism industry.

d) EDUCATIONAL METHODS AND TOOLS

To facilitate learning, the didactic structure, within the formal training sessions foreseen by the project, will be characterised by the implementation of appropriate practical activity sessions, functional to support and motivate the path of the entire learning community also through access to an educational programme, Micro-learning pills and adoption of the “Green-Tech toolkit”

e) ASSESSMENT CRITERIA

Successful completion of a gamified scenario with narrative branches and awarding of a badge

f) LENGTH OF THE MODULE

4 hours

g) REFERENCES

<https://www.unwto.org/glossary-tourism-terms>

h) CORRELATED EUROPEAN FRAMEWORK

GreenComp – Area 1 “Embodying sustainability values” – Competence 1.1 “Valuing sustainability”



3. The Environmental Impact of Tourism – Tourism a Resources’ Consuming Industry

a) DESCRIPTION

This module aims at ensuring a more sustainable thinking and behaviour of participants as well as a more conscious understanding of the need for as well as the role of sustainability applied to different components of the tourism value chain. Participants will be enabled to acquire the necessary skills for a complete analysis of tourism actions from a sustainable perspective. This should facilitate actions for improving and/or designing more specific measures towards a more sustainable touristic behaviour not just due to the engagement of the government, but also of the industry as well as of tourists. The module will focus on the analysis of sustainability and sustainable actions of different types of tourism actors and their specific initiatives.

b) OBJECTIVES AND COMPETENCES

This module aims at ensuring a more sustainable thinking and behaviour of participants as well as a more conscious understanding of the need for as well as the role of sustainability applied to different components of the tourism value chain.

Its purpose is a comprehensive understanding of sustainability towards business competitiveness without ignoring any of the components of the overall tourism circuit, the interconnection between them as well as the environmental, social, cultural and economic impact. Thus, critical thinking is required when tourism actions are analysed.

c) COURSE CONTENTS OR THEMATIC SECTIONS

- Sustainability - Why should you be sustainable: a requirement of society - a requirement of the customer
- What is Sustainable Tourism Development?
- Sustainable Tourism Development and its Relevance: Challenges and Opportunities
- Tourism impact quartet:
 - Environmental impact – greenhouse gas emissions and tourism
 - Social impact – overtourism
 - Cultural impact – changing local identity based on tourists’ expectations?
 - Economic impact – tourism, economic growth & competitiveness
- Sustainable tourism strategies
- Tourism policy trends
- Cases studies and good practice examples from Europe

d) EDUCATIONAL METHODS AND TOOLS

To facilitate learning, the didactic structure, within the formal training sessions foreseen by the project, will be characterised by the implementation of appropriate practical activity sessions, functional to support and motivate the path of the entire learning community also through access to an educational programme,



Micro-learning pills and adoption of the “Green-Tech toolkit”

e) ASSESSMENT CRITERIA

Successful completion of a gamified scenario with narrative branches and awarding of a badge

f) LENGTH OF THE MODULE

4 hours

g) REFERENCES

[https://www.europarl.europa.eu/RegData/etudes/BRIE/2017/599327/EPRS_BRI\(2017\)599327_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/BRIE/2017/599327/EPRS_BRI(2017)599327_EN.pdf)

https://rua.ua.es/dspace/bitstream/10045/72117/1/Investigaciones-Turisticas_14_03.pdf

https://rua.ua.es/dspace/bitstream/10045/15505/1/Vera_Dimension_ambiental.pdf

https://rua.ua.es/dspace/bitstream/10045/15351/1/Huete_medioambiente_2006.pdf

<https://sdgs.un.org/publications/transport-climate-action-and-sustainable-development-synergies-across-ndcs-and-vnrs>

<https://sdgs.un.org/publications/publication-pathway-increasing-nature-based-solutions-ndcs-32941>

<https://sdgs.un.org/publications/publication-enhancing-ndcs-a-guide-strengthening-national-climate-plans-32942>

<https://sdgs.un.org/publications/urbanization-and-climate-change-small-island-developing-states-17991>

https://rua.ua.es/dspace/bitstream/10045/74107/1/CONSELLERIA_4-17T_vertidos_al_mar_sedimentos_IQ_Boluda_Egea.pdf

<https://www.oecd.org/greengrowth/>

<https://www.oecd.org/climate-change/>

<https://www.oecd.org/environment/waste/recircle.htm>

<https://www.oecd.org/environment/tools-evaluation/>

<https://www.oecd.org/ocean/>

<https://www.oecd.org/environment/waste/>

<https://www.oecd.org/water/>

<https://www.oecd.org/agriculture/topics/fisheries-and-aquaculture/>

<https://www.oecd.org/environment/environment-development/>

<https://www.oecd.org/environment/consumption-innovation/>

<https://www.unwto.org/sustainable-development>

<https://www.unwto.org/tourism4sdgs>

<https://sdgs.un.org/publications/climate-change-2022-mitigation-climate-change-49942>

h) CORRELATED EUROPEAN FRAMEWORK

GreenComp – Area 2 “Embracing complexity in sustainability” – Competence 2.2 “Critical thinking”



4. The main EU policies affecting tourism

a) DESCRIPTION

This training module is designed to allow participants to become aware of the principles of the new EU policies regarding sustainability and the way that they affect the particular activities of the tourism industry.

b) OBJECTIVES AND COMPETENCES

It equips participants with the theoretical and practical knowledge required to start a career in the touristic market.

Its purpose is a comprehensive understanding of the field of tourism, focusing on the visitor's expectations, explaining the importance of the destination and itemize the touristic services.

c) COURSE CONTENTS OR THEMATIC SECTIONS

I. Overview of EU tourism policy

Tourism is a major economic activity in the European Union with wide-ranging impact on economic growth, employment, and social development. It can be a powerful tool in fighting economic decline and unemployment. Yet, tourism faces challenges.

II. Tourism transition pathway – Co-creation and co-implementation process

The updated EU Industrial Strategy highlights the need to accelerate the green and digital transition of EU industry and its ecosystems. To that end, it proposes working together with industry, public authorities, social partners and other stakeholders to design and implement transition pathways for each ecosystem.

III. The green transition of tourism

With the [European Green Deal](#), the EU is leading by example by promoting new growth models and by setting climate-neutral goals by 2050.

EU support in reducing the environmental footprint of tourism: some examples of how the EU has been supporting and promoting greener tourism.

- A greener EU tourism
- Sustainable and smart mobility
- Greener SMEs
- Green skills
- Raising awareness
- Best practice examples on green actions in tourism
- European Tourism Indicators System for sustainable destination management - ETIS
- The EU Ecolabel and EMAS

IV. The digital transition of tourism

Defined as 'Europe's Digital Decade', in 2021, the Commission presented a vision for Europe's digital transformation by 2030: the digital compass

- Support for destinations, SMEs and visitors;
- Digital solutions for business



- Digital solutions for the public sector and tourism managers
- Digital solutions for visitors
- Data management for tourism

V. Skills for the EU tourism workforce

An integral part of the resilience of EU tourism is making sure that people have the right skills for the job they are doing – in all sectors of the tourism ecosystem. Green and digital skills are essential, but softer skills, such as language knowledge, are necessary too. Increased training opportunities contribute to making jobs in the sector more attractive.

- EU pact for skills
- Large-scale skills partnership for the tourism ecosystem
- Skills in the transition pathway for tourism
- Blueprint for sectoral cooperation on skills: tourism
- The next tourism generation alliance

d) EDUCATIONAL METHODS AND TOOLS

To facilitate learning, the didactic structure, within the formal training sessions foreseen by the project, will be characterised by the implementation of appropriate practical activity sessions, functional to support and motivate the path of the entire learning community also through access to an educational programme, Micro-learning pills and adoption of the “Green-Tech toolkit”

e) ASSESSMENT CRITERIA

Successful completion of a gamified scenario with narrative branches and awarding of a badge

f) LENGTH OF THE MODULE

2 hours

g) REFERENCES

https://single-market-economy.ec.europa.eu/sectors/tourism/policy-overview_en

https://single-market-economy.ec.europa.eu/sectors/tourism/eu-tourism-transition/tourism-transition-pathway_en

The transition pathway for tourism” (2020) <https://op.europa.eu/en/publication-detail/-/publication/404a8144-8892-11ec-8c40-01aa75ed71a1>

https://single-market-economy.ec.europa.eu/sectors/tourism/eu-tourism-transition/green-transition-tourism_en

https://single-market-economy.ec.europa.eu/sectors/tourism/eu-funding-and-businesses/funded-projects/sustainable/indicators_en

https://single-market-economy.ec.europa.eu/sectors/tourism/eu-tourism-transition/digital-transition-tourism_en

https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/europe-fit-digital-age/europes-digital-decade-digital-targets-2030_en

https://single-market-economy.ec.europa.eu/sectors/tourism/eu-tourism-transition/skills-eu-tourism-workforce_en

<https://nexttourismgeneration.eu/>

<https://ec.europa.eu/social/BlobServlet?docId=17026&langId=en>



h) CORRELATED EUROPEAN FRAMEWORK

GreenComp – Area 4 “Acting for sustainability” – Competence 4.1 “Political agency”

5. The Tourism Insight

a) DESCRIPTION

This training module is designed to provide participants with a comprehensive understanding of the operations of a tourism enterprise and equip them with the necessary skills to anticipate and implement actions for improving performance in terms of sustainability. The module will focus on examples from the structure of a hotel business and the services provided by a travel agency, highlighting key areas where sustainable practices can be implemented for enhanced environmental, social, and economic outcomes.

b) OBJECTIVES AND COMPETENCES

- Understand the specific operations and challenges faced by tourism enterprises.
- Analyse the current performance of a tourism enterprise in terms of sustainability.
- Identify opportunities and strategies for improving sustainability and performance.
- Develop practical skills in implementing sustainable practices in a tourism business.
- Enhance the ability to anticipate and adapt to changing market demands and customer expectations.
- Foster a holistic understanding of sustainability principles in the tourism industry.

c) COURSE CONTENTS OR THEMATIC SECTIONS

I. Introduction to Tourism Enterprises:

- - Overview of the tourism industry and its significance.
- - Structure and key stakeholders in a tourism enterprise.
- - Challenges and opportunities in the tourism sector.

II. Sustainability in Tourism:

- - Principles of sustainable tourism and its importance.
- - Sustainable development goals and their relevance to the tourism industry.
- - Environmental, social, and economic impacts of tourism.

III. Assessing Performance and Identifying Areas for Improvement:

- - Key performance indicators (KPIs) for sustainable tourism enterprises.
- - Conducting sustainability assessments and audits.
- - Case studies and examples of best practices in sustainable tourism.

IV. Sustainable Practices in Hotel Businesses:

- - Energy and water management.
- - Waste reduction and recycling.
- - Green building and infrastructure.
- - Sustainable procurement and supply chain management.



- Responsible tourism policies and certifications.

V. Sustainable Services in Travel Agencies:

- Responsible destination selection and itinerary planning.
- Community engagement and cultural preservation.
- Promotion of sustainable transportation options.
- Ethical practices in customer interactions and service delivery.

VI. Anticipating Market Trends and Customer Expectations:

- Emerging trends in sustainable tourism.
- Market research and customer feedback analysis.
- Innovations in technology and digital marketing for sustainable tourism.

VII. Implementing Sustainable Practices:

- Strategies for stakeholder engagement and buy-in.
- Developing an action plan for sustainability initiatives.
- Monitoring and evaluating the effectiveness of sustainable practices.

d) EDUCATIONAL METHODS AND TOOLS

This module will be developed in the form of an interactive virtual tour where the different areas of an hotel and of a travel agency will be introduced and explained. To facilitate learning, the didactic structure, within the formal training sessions foreseen by the project, will be characterised by the implementation of appropriate practical activity sessions, functional to support and motivate the path of the entire learning community also through access to the “Green-Tech toolkit”.

e) ASSESSMENT CRITERIA

Successful completion of a gamified scenario with narrative branches and awarding of a badge

f) LENGTH OF THE MODULE

2 hours

g) REFERENCES

Global Sustainable Tourism Council (GSTC): [GSTC Website](#)

Sustainable Travel International: [Sustainable Travel Website](#)

United Nations World Tourism Organization (UNWTO) – Sustainable Development: [UNWTO Sustainable Development](#)

Tourism Cares: [Tourism Cares Website](#)

The Travel Foundation: [The Travel Foundation Website](#)

Green Hotelier: [Green Hotelier Website](#)

Sustainable Travel & Responsible Tourism - LinkedIn Learning: [LinkedIn Learning Course](#)

Cornell University’s Sustainability in Hospitality: [eCornell Course](#)

TourismTeacher.com: [Tourism Teacher Website](#)

Responsible Tourism Partnership: [Responsible Tourism Partnership Website](#)

h) CORRELATED EUROPEAN FRAMEWORK

GreenComp – Area 4 “Act for sustainability” – Competence 4.2 “Collective Action”



6. The Future of Tourism – How digitalisation will change the sector

a) DESCRIPTION

This module “The Future of Tourism” aims to provide operators in the tourism sector with an understanding of the impact of technology aligned with the concept of 4.0 industry development in the tourism industry. The module will equip you with an understanding of the types of tools available (and under development in this rapidly changing landscape) and their multiple applications in tourism. You'll learn about the basic digital tools used in the sector and how these can make your work easier and enhance the experiences of your customers.

The module will focus on new technology such as Virtual Reality (VR) together with Augmented Reality (AR) which have a dramatic influence in the tourism and hospitality sector; Internet-of-Things (IoT) and other technological tools (employment of distributed sensors, the applications of the global positioning system (GPS), of Bluetooth, roaming data, etc) applied in the tourism sector, especially to enhance travel planning and tourist satisfaction; Big Data Analytics to improve tourism design to customize tourist offers in relation to their needs; Blockchain implementation to enhance operational efficiency, transparency, and security at all levels of hotel operations.

The skills learned in this module are essential in navigating the evolving tourism landscape enabling you to rethink and redesign the tourism value chain employing 4.0 tools.

b) OBJECTIVES AND COMPETENCES

Objectives:

- Understand the impact of Industry 4.0 on the tourism industry
- Understand opportunities of technology driven travel trends
- Identify new technology applied in the tourism industry and their benefits (AR, VR, MR, Internet-of-Things (IoT),
- Apply basic tools for Artificial Intelligence (AI) and Analytics

Competencies this module will build:

- Basic understanding Industry 4.0 tools
- Overview of new opportunities technology driven the tourism sector
- Ability to identify and use (AR, VR, MR and Comparison of AR, VR and MR Applications, use of Internet-of-Things (IoT)
- Ability to apply basic tools for Artificial Intelligence (AI) and Analytics to improve decision making in the tourism sector.



c) COURSE CONTENTS OR THEMATIC SECTIONS

- I. Industry 4.0 on the tourism industry
 - Technology driven travel trends
 - New customer experience in tourism
- II. New technology applied in the tourism industry
 - AR, VR, MR comparison and application to increase tourist experience
 - IoT and other technological tools applied to enhance travel planning
 - New technologies and applications of the global positioning system (GPS) to improve travel experience
- III. Tools for Artificial Intelligence (AI) and Analytics
 - Description and application of AI in tourism industry
 - Analytics to improve decision making

d) EDUCATIONAL METHODS AND TOOLS

To facilitate learning, the didactic structure, within the formal training sessions foreseen by the project, will be characterised by the implementation of appropriate practical activity sessions, functional to support and motivate the path of the entire learning community also through access to an educational programme, Micro-learning pills and adoption of the “Green-Tech toolkit”

e) ASSESSMENT CRITERIA

Successful completion of a gamified scenario with narrative branches and awarding of a badge

f) LENGTH OF THE MODULE

4 hours

g) REFERENCES

- https://blog.osservatori.net/it_it/trend-turismo-principali-tendenze-mercato-viaggi
<https://quifinanza.it/economia/turismo-4-0-digitalizzazione-territorio-sostenibilita/602944/>
https://www.cdp.it/resources/cms/documents/2019-12-12_CDP_Ricerca_Innovazione%20del%20turismo.pdf
https://www.researchgate.net/publication/346940664_Virtual_Reality_VR_and_Augmented_Reality_AR_Technologies_for_Accessibility_and_Marketing_in_the_Tourism_Industry
https://link.springer.com/chapter/10.1007/978-3-030-65785-7_1
<https://link.springer.com/article/10.1007/s40558-022-00229-6>
<https://time.com/6290940/ai-travel-industry/>
https://www.dataskills.it/intelligenza-artificiale-e-turismo-binomio-rilancia-settore/#Artificial_Intelligence_e_Turismo_come_opereranno_in_sinergia
<https://www.dataskills.it/interpretabilita-nel-machine-learning/>
<https://www.wta-web.org/wp-content/uploads/2022/03/World-Tourism-Innovation-and-Development-Report-2021-2022.pdf>
<https://www.oecd.org/cfe/tourism/34267921.pdf>



h) CORRELATED EUROPEAN FRAMEWORK

DigComp 2.2 – Area 5 “Problem Solving” – Competence 5.2 “Identifying needs and technological responses”

7. Digitization and Sustainability

a) DESCRIPTION

This module, "Digitization and Sustainability" is a simple and practical introduction to the key concepts of digital tools and sustainability in the tourism industry. It is designed for individuals with minimal technical expertise, particularly those in the lower qualification roles in the tourism sector.

The module will equip you with an understanding of what digitization and sustainability are and why they're crucial for the future of the tourism industry. You'll learn about the basic digital tools used in the sector and how these can make your work easier and enhance the experiences of your customers.

The module will also introduce you to what it means to be 'sustainable' in your work and how simple steps can significantly reduce environmental impact. Importantly, you'll explore how digital tools can aid in achieving sustainability, through practical examples and easy-to-follow steps.

The module aims to empower you with the knowledge and confidence to take the first steps towards making your work more digital and sustainable. The skills learned in this module are essential in navigating the evolving tourism landscape, paving the way for better business practices and a healthier environment.

b) OBJECTIVES AND COMPETENCES

Objectives:

- Understand the basic concepts of digitization and sustainability in the tourism industry.
- Identify common digital tools used in the tourism industry and their benefits.
- Understand what it means to be 'sustainable' and how it can benefit their work and the environment.
- Apply basic digital tools to support sustainability in their day-to-day work.
- Begin implementing simple, practical steps towards digitization and sustainability in their workplace.

Competencies this module will build:

- Basic understanding of digitization and sustainability in the tourism industry.
- Ability to identify and use simple digital tools to enhance work efficiency.
- Understanding of sustainable practices and their benefits to the environment and business operations.
- Ability to apply digital tools to improve sustainability in their work environment.
- Confidence and readiness to take the first steps towards a more digital and sustainable work practice in the tourism sector.



c) COURSE CONTENTS OR THEMATIC SECTIONS

- I. **Introduction to Digitization and Sustainability**
 - What is digitization and sustainability?
 - Why are they important for the tourism industry?
- II. **Basic Digital Tools in Tourism**
 - What are some common digital tools used in the tourism industry?
 - How can these tools improve the way we work and the services we provide to customers?
- III. **Understanding Sustainability in Tourism**
 - What does it mean to be 'sustainable' in the tourism industry?
 - Simple ways to reduce waste and save energy in our daily operations.
- IV. **Digital Tools and Sustainability**
 - How can we use digital tools to become more sustainable?
 - Simple examples of using technology to save energy and reduce waste.
- V. **Starting your Digital and Sustainable Journey**
 - Steps to start using digital tools and becoming more sustainable in your work.
 - How to overcome common challenges and keep improving over time.

d) EDUCATIONAL METHODS AND TOOLS

To facilitate learning, the didactic structure, within the formal training sessions foreseen by the project, will be characterised by the implementation of appropriate practical activity sessions, functional to support and motivate the path of the entire learning community also through access to an educational programme, Micro-learning pills and adoption of the “Green-Tech toolkit”

e) ASSESSMENT CRITERIA

Successful completion of a gamified scenario with narrative branches and awarding of a badge

f) LENGTH OF THE MODULE

2 hours

g) REFERENCES

[Estudo do mercado de trabalho para o setor do turismo: relatório final \(turismodeportugal.pt\)](https://turismodeportugal.pt)

h) CORRELATED EUROPEAN FRAMEWORK

GreenComp – Area 3 “Envisioning sustainable futures” – Competence 3.3 “Exploratory thinking”

DigComp 2.2 – Area 5 “Problem Solving” – Competence 5.3 “Creatively using digital technologies”



8. Social Media and Marketing in the tourism sector

a) DESCRIPTION

It is a professional specialization programme that meets the modern professional requirements of marketing and corporate digital communication.

b) OBJECTIVES AND COMPETENCES

It equips participants with the theoretical and practical knowledge required to start a career in digital marketing and to progress into senior management positions, for those already active in the industry. Its purpose is a comprehensive understanding of the field of new online media and social networks, with the aim of developing capabilities to design and implement integrated strategies for individuals, policies and businesses on the internet.

c) COURSE CONTENTS OR THEMATIC SECTIONS

- I. Fundamentals of Digital Marketing
- II. Introduction to Digital Marketing / Similarities and differences from Traditional Marketing
- III. The role of Digital Marketing in the success of brands and businesses - a strategic approach
- IV. Channels, tactics and functions included in the design of the Digital Marketing Plan
- V. The environment, use and importance of social media in business
- VI. Social Media Platforms: Blogs, Facebook, Twitter, LinkedIn, Foursquare – Facebook Places, Instagram, Pinterest, YouTube – Dailymotion, E-mail & viber marketing

d) EDUCATIONAL METHODS AND TOOLS

To facilitate learning, the didactic structure, within the formal training sessions foreseen by the project, will be characterised by the implementation of appropriate practical activity sessions, functional to support and motivate the path of the entire learning community also through access to an educational programme, Micro-learning pills and adoption of the “Green-Tech toolkit”

e) ASSESSMENT CRITERIA

- Successful completion of a gamified scenario with narrative branches and awarding of a badge
- Case study analysis. Individual report, maximum 500 words - Students apply course knowledge to devise one or more solutions or resolutions to problems or dilemmas presented in a realistic story or situation (case-based learning)

f) LENGTH OF THE MODULE

3 hours

g) REFERENCES

https://digitalmarketinginstitute.com/resources/lessons/introduction-to-digital-marketing_3i-principles_8w1u#:~:text=This%20methodology%2C%20which%20is%20central,campaign%20from%20start%20to%20finish

h) CORRELATED EUROPEAN FRAMEWORK

DigComp 2.2 – Area 2 “Communication and Collaboration” – Competence 2.2 “Sharing through digital technologies”



9. Certification of Sustainable Performance

a) DESCRIPTION

Certification is a useful vehicle for both business and client to distinguish. “83% of global travellers think sustainable travel is vital. 81% intend to stay in a sustainable property at least once in the coming year” (booking.com 2021). Hence guests need to easily find out the facility best suiting their preferences, while businesses want to stand out for the effort they do.

Certification in this context is the means for both ends to meet upon their common interests and goals. Moreover, certification on sustainable performance is meaning more, as it states a responsible and policy commitment. For that reason, it is important for the enterprises to declare that they care for the planet, while it is necessary to know how they do it within their operation.

Goal of the specific training module is to make trainees aware of the importance of certification on sustainability and to make them familiar with the content of sustainable practice in the tourism industry, with the various certifying organizations, the various labels in the tourism industry and the procedures for acquiring one.

b) OBJECTIVES AND COMPETENCES

In the framework of the present module trainees should:

1. Become familiar with **the concept of certification**
2. Become aware of the **benefits** for a tourism enterprise of being certified **on sustainable performance**
3. Learn the **criteria and the levels** for a sustainability label award
4. Be able to plan the adaptation of the operations of a tourism business to certification requirements
5. Become acquainted with some major international sustainability labels and the respective awarding organizations

c) COURSE CONTENTS OR THEMATIC SECTIONS

I. The concept of certification

- Being certified, what it means:
 - For the business
 - For the customer
- How it works: the components of certification:
 - The business
 - The certifying body
 - The process
 - The label

II. The benefits for a tourism enterprise of being certified on sustainable performance

- Sustainability in tourism:
 - A marketing concept? Or
 - Applying a responsible policy? or
 - Both?
- Certification in the tourism industry: the benefits for the business
 - Ensuring customers the business’s commitment to its mandate



- Help business locate weak points in performing sustainability
- Increasing environmental impact
- Empowering team

III. Certification criteria on sustainability

- The Global Sustainable Tourism Council (GSTC)
 - (A) Sustainable management;
 - (B) Socioeconomic impact;
 - (C) Cultural impact; and
 - (D) Environmental impact.
- Accreditation of Certifying Bodies
- Prerequisites for being awarded a sustainability label
 - Certification and performance levels
 - Indicators
- The GSTC Industry criteria for Hotels and Tour Operators

IV. Planning the adaptation to certification requirements

- Choosing the right certification label (focus of the business sustainability strategy)
- Communicating with the awarding organization
- Selecting the certification advisor
- The Manual
- The internal processes
- Designing business strategy
- Building the team
- Reviewing operations and evaluating performance

V. Going through some international sustainability GSTC accredited certificates and the certifying bodies

- Green Key, Biosphere Standard for Hotels, Bureau Veritas, Actively Green, Control Union, United Certifications Systems, Vireo, Tour Cert etc.

d) EDUCATIONAL METHODS AND TOOLS

To facilitate learning, the didactic structure, within the formal training sessions foreseen by the project, will be characterised by the implementation of appropriate practical activity sessions, functional to support and motivate the path of the entire learning community also through access to an educational programme, Micro-learning pills and adoption of the “Green-Tech toolkit”

e) ASSESSMENT CRITERIA

- Successful completion of a gamified scenario with narrative branches and awarding of a badge
- Circular tourism tool

f) LENGTH OF THE MODULE

2 hours

g) REFERENCES

[Booking.com - Sustainable Travel Report](#)



<https://partner.booking.com/el/%CE%BF%CE%B4%CE%B7%CE%B3%CE%BF%CE%AF/%CE%B1%CF%80%CE%BF%CE%BA%CF%84%CE%AE%CF%83%CF%84%CE%B5-%CF%80%CE%B9%CF%83%CF%84%CE%BF%CF%80%CE%BF%CE%AF%CE%B7%CF%83%CE%B7#paragraph-id-3740>

EU Ecolabel

https://environment.ec.europa.eu/topics/circular-economy/eu-ecolabel-home_en

Booking.com - Reducing Water Consumption

<https://partner.booking.com/el/%CE%B2%CE%BF%CE%AE%CE%B8%CE%B5%CE%B9%CE%B1/%CE%BF%CE%B4%CE%B7%CE%B3%CE%BF%CE%AF/%CE%BC%CE%B5%CE%AF%CF%89%CF%83%CE%B7-%CF%84%CE%B7%CF%82-%CE%BA%CE%B1%CF%84%CE%B1%CE%BD%CE%AC%CE%BB%CF%89%CF%83%CE%B7%CF%82-%CE%BD%CE%B5%CF%81%CE%BF%CF%8D>

Booking.com - become certified

<https://partner.booking.com/el/%CE%BF%CE%B4%CE%B7%CE%B3%CE%BF%CE%AF/%CE%B1%CF%80%CE%BF%CE%BA%CF%84%CE%AE%CF%83%CF%84%CE%B5-%CF%80%CE%B9%CF%83%CF%84%CE%BF%CF%80%CE%BF%CE%AF%CE%B7%CF%83%CE%B7#paragraph-id-3740>

Booking.com - Travel Sustainable Programme Case Studies

How these properties are eligible for the Travel Sustainable Badge

<https://partner.booking.com/sites/default/files/2021-11/Travel%20Sustainable%20Programme%20-%20Case%20Studies.pdf>

GSTC Industry Criteria for Hotels & Tour Operators

<https://www.gstccouncil.org/gstc-criteria/gstc-industry-criteria/>

Green Tourism Promoting Sustainable Tourism across the globe

https://www.green-tourism.com/pages/home?utm_source=partnerhub_handbook&utm_medium=handbook_button&utm_campaign=61131

h) CORRELATED EUROPEAN FRAMEWORK

GreenComp – Area 3 “Envisioning sustainable futures” – Competence 3.1 “Future literacy”



10. Rethinking Tourism – How to Apply

a) DESCRIPTION

The present module is the closing module of the training programme. As such it recapitalizes provided knowledge and competences and calls trainees to apply them to the daily operations of a tourism business. An example of the application of a simple sustainability strategy on the hand of a hotel business will be approached and modern tools for potential use will be presented. In the context of a practical exercise attendees are invited to anticipate themselves in specific work positions and to critically review the envisaged duties towards sustainability criteria and deployment of digital technology, so as to act as agents of change for the businesses.

b) OBJECTIVES AND COMPETENCES

- Trainees are expected to structure acquired knowledge and competences during the training programme in view of real work conditions.
- At the end of the module attendees should be able to apply acquired knowledge to the practice of a workplace.
- Trainees should be able to contribute to the application of a simple business sustainability strategy and to help design it and/or become an active part of it.
- They should be aware of the benefits from the compliance of a business with a sustainability strategy and know how to communicate it.
- Moreover, they should become aware of modern tools deployed within the context of a sustainability strategy and where to procure them.
- They should adopt critical thinking of the operations in the tourism businesses in terms of the businesses' sustainable adaptation.

c) COURSE CONTENTS OR THEMATIC SECTIONS

I. Recapitalizing knowledge provided during the training course

- Short summary of the knowledge provided within the training programme and the envisaged purpose
- Expectation on skills and knowledges acquired by the trainees

II. Basic principles for sustainable operation of businesses

- Why acting sustainably
 - o Responsibility to the community and the planet
 - o Better business marketing: Become more attractive to customers
 - o Becoming more competitive: Reduce operational costs

III. Improving business's sustainability performance

- Reducing carbon print
 - o energy consumption
 - o waste production
 - o water consumption
 - o plastic consumption
 - o using local food products



IV. Applying a simple sustainability strategy

- Defining a strategy
 - o Good practice examples
 - o Setting a goal (e.g. 10% reduction per annum) and measurable objectives (e.g. 10%/room – floor – facility etc.)
 - o Defining a starting point – recording baseline data (e.g. energy consumption: in units (kWh) and costs (€): in total (for the facility) and/or per unit e.g. per room – floor and costs for the year 0),
 - o Measuring progress
- Setting up a plan and a monitoring system - Pursuing goal and objectives
 - o Means to deploy
 - a) equipment
 - b) Staff
 - c) Customers
 - o Developing a monitoring system
 - a) Data Base
 - b) Data collecting
 - c) Data processing
 - d) Staff and tools
 - o Building Team
 - a) Training staff
 - b) Meetings

II. Communicating effort

- In the market (plan a campaign: over the social media, the webpage, leaflets)
- Sharing it with the customer (preparing information material, leaflets, cards, signposts etc.)

Practical Exercise in small groups

III. Becoming critical for sustainable action

- My job in the tourism business
 - o In the hotel business: examples
 - o In a travel agency: examples
- Helping business become sustainable
 - o Describing duties of e.g. room maid, kitchen assistant, marketing assistant
 - o Locating sources of weak sustainable performance
 - o Defining actions for improvement.

d) EDUCATIONAL METHODS AND TOOLS

To facilitate learning, the didactic structure, within the formal training sessions foreseen by the project, will be characterised by the implementation of appropriate practical activity sessions, functional to support and motivate the path of the entire learning community also through access to an educational programme, Micro-learning pills and adoption of the “Green-Tech toolkit”

e) ASSESSMENT CRITERIA

- Successful completion of a gamified scenario with narrative branches and awarding of a badge



- Circular tourism tool

f) LENGTH OF THE MODULE

3 hours

g) REFERENCES

Green Lodging Trends Report 2022

https://greenview.sg/wp-content/uploads/2022/12/Green_Lodging_Trends_Report_2022.pdf

Hotel Global Decarbonisation Report

<https://sustainablehospitalityalliance.org/resource/global-hotel-decarbonisation-report/>

Hotel Carbon Measurement Initiative (HCMI)

<https://sustainablehospitalityalliance.org/resource/hotel-carbon-measurement-initiative/>

Hotel Water Measurement Initiative (HWMI)

<https://sustainablehospitalityalliance.org/resource/hotel-water-measurement-initiative/>

Water Stewardship for Hotel Companies

<https://sustainablehospitalityalliance.org/resource/water-stewardship-for-hotel-companies/>

Destination Water Index

<https://sustainablehospitalityalliance.org/resource/destination-water-risk-index/>

Let's Reduce Single-use Guide for Hotels

<https://www.travelwithoutplastic.com/shop>

Reducing use of plastic

<https://partner.booking.com/el/%CE%B2%CE%BF%CE%AE%CE%B8%CE%B5%CE%B9%CE%B1/%CE%BF%CE%B4%CE%B7%CE%B3%CE%BF%CE%AF/%CE%BC%CE%B5%CE%AF%CF%89%CF%83%CE%B7-%CF%84%CE%B7%CF%82-%CF%87%CF%81%CE%AE%CF%83%CE%B7%CF%82-%CF%80%CE%BB%CE%B1%CF%83%CF%84%CE%B9%CE%BA%CE%BF%CF%8D>

Let's Reduce Single-use Guide for Tour Operators

<https://www.travelwithoutplastic.com/lrsu-guide-for-tour-operators>

h) CORRELATED EUROPEAN FRAMEWORK

GreenComp – Area 4 “Acting for sustainability” – Competence 4.3 “Individual initiative”



ANNEX

I. RATING OF TRAINING UNITS BY PARTNERS

1. Overall Rating of Training Units at Partner and Partnership Level

(Average Values, Top 10 and Bottom 10, Top 10 dark green, bottom 10 light red)



No	TRAINING UNIT	PARTNER				
		CCSEV	APPREDIN	SVEM	TTO	PARTNERSHIP (Average)
1	Definition of Tourism	3,50	3,35	4,44	2,83	3,53
2	The Visitor and the visitor's expectations	4,70	3,98	4,44	4,08	4,30
3	The Destination	4,00	3,29	4,44	4,75	4,12
4	The Services deployed in tourism	3,90	3,99	4,44	5,00	4,33
5	Main characteristics of the tourists	4,30	3,99	4,63	4,33	4,31
6	The generations more involved in tourism (Millennials, Gen Z, Silver tourists...)	4,00	4,13	4,63	4,17	4,23
7	Tourists preferences and needs	4,60	4,13	4,63	4,42	4,44
8	The environmental impact of tourism: The trip (CO2 - GHG)	4,30	3,35	4,44	4,17	4,06
9	The environmental impact of tourism: The Accommodation. <i>Construction of the facility; Operation of the facility (Material, Energy consumption - cooling, heating, cleaning - Water consumption, Waste generation - solid and waste water)...</i>	4,00	3,74	4,44	4,83	4,25
10	The environmental impact of tourism: The Food. <i>Production of agro food products, storage, packaging, transport, preparation of meals</i>	3,30	3,74	4,44	4,67	4,04
11	The environmental impact of tourism: The Transportation of the visitor	4,10	3,42	4,44	4,25	4,05
12	The environmental impact of tourism: The Visits. <i>The Sightseeing: the site, the culture, the people, the carrying capacity</i>	4,50	3,42	4,44	4,58	4,23
13	The environmental impact of tourism: Shopping. <i>Consumption of resources, packaging - waste,</i>	3,90	3,81	4,44	4,58	4,18
14	The cultural impact	4,20	3,49	4,44	4,08	4,05
15	Sustainable tourism	4,50	3,73	4,38	5,00	4,40



16	Green deal	3,50	3,26	4,38	4,50	3,91
17	F2f	2,80	3,67	4,38	3,17	3,50
18	Circularity	4,00	3,76	4,38	3,67	3,95
19	Digitization	4,80	4,06	4,38	5,00	4,56
20	Examples of tourism businesses: The Hotel. <i>Accommodation facility; Structure of a hotel business (the dpts, the operations)</i>	4,10	4,13	4,13	4,75	4,28
21	Examples of tourism businesses: The travel agency. <i>Services provided (informing, planning, booking, guiding)</i>	4,50	3,64	4,13	3,83	4,03
22	The impact of my professional area on the environment	4,30	3,80	4,44	3,67	4,05
23	How to make it environmentally friendly?	4,30	4,13	4,44	3,92	4,20
24	Examples of good practice	4,20	3,74	4,44	4,67	4,26
25	The Importance of Certification for the business	4,00	3,58	4,00	4,58	4,04
26	What is being certified	4,00	3,85	4,00	4,58	4,11
27	Who certifies	4,00	3,51	4,00	4,58	4,02
28	How it is being certified	4,00	3,40	4,00	4,58	4,00
29	The various certificates	4,00	3,80	4,00	4,58	4,10
30	The Future of Tourism: The new digital technologies (<i>AR, VR, Data pooling etc.</i>)	4,80	3,55	4,69	5,00	4,51
31	The Future of Tourism: Planning the travel	4,70	3,55	4,69	4,25	4,30
32	The Future of Tourism: Reserving – booking (<i>transfer, accommodation, activities, visits</i>)	4,70	3,55	4,69	4,75	4,42
33	The Future of Tourism: Travelling	4,50	3,55	4,69	4,58	4,33
34	The Future of Tourism: Staying (<i>accommodation and food</i>)	4,30	3,55	4,69	4,83	4,34
35	The Future of Tourism: Experiencing	4,20	3,81	4,69	4,92	4,40
36	The Future of Tourism: Shopping	3,80	3,74	4,69	2,92	3,79



2. Scores Above Partnership Average

(dark green above partnership average)

No	TRAINING UNIT	PARTNER				
		CCSEV	APPREDIN	SVEM	TTO	PARTNERSHIP (Average)
1	Definition of Tourism	3,50	3,35	4,44	2,83	3,53
2	The Visitor and the visitor's expectations	4,70	3,98	4,44	4,08	4,30
3	The Destination	4,00	3,29	4,44	4,75	4,12
4	The Services deployed in tourism	3,90	3,99	4,44	5,00	4,33
5	Main characteristics of the tourists	4,30	3,99	4,63	4,33	4,31
6	The generations more involved in tourism (Millennials, Gen Z, Silver tourists...)	4,00	4,13	4,63	4,17	4,23
7	Tourists preferences and needs	4,60	4,13	4,63	4,42	4,44
8	The environmental impact of tourism: The trip (CO2 - GHG)	4,30	3,35	4,44	4,17	4,06
9	The environmental impact of tourism: The Accommodation. <i>Construction of the facility; Operation of the facility (Material, Energy consumption - cooling, heating, cleaning - Water consumption, Waste generation - solid and waste water) ...</i>	4,00	3,74	4,44	4,83	4,25
10	The environmental impact of tourism: The Food. <i>Production of agro food products, storage, packaging, transport, preparation of meals</i>	3,30	3,74	4,44	4,67	4,04
11	The environmental impact of tourism: The Transportation of the visitor	4,10	3,42	4,44	4,25	4,05



12	The environmental impact of tourism: The Visits. <i>The Sightseeing: the site, the culture, the people, the carrying capacity</i>	4,50	3,42	4,44	4,58	4,23
13	The environmental impact of tourism: Shopping. <i>Consumption of resources, packaging - waste,</i>	3,90	3,81	4,44	4,58	4,18
14	The cultural impact	4,20	3,49	4,44	4,08	4,05
15	Sustainable tourism	4,50	3,73	4,38	5,00	4,40
16	Green deal	3,50	3,26	4,38	4,50	3,91
17	F2f	2,80	3,67	4,38	3,17	3,50
18	Circularity	4,00	3,76	4,38	3,67	3,95
19	Digitization	4,80	4,06	4,38	5,00	4,56
20	Examples of tourism businesses: The Hotel. <i>Accommodation facility; Structure of a hotel business (the dpts, the operations)</i>	4,10	4,13	4,13	4,75	4,28
21	Examples of tourism businesses: The travel agency. Services provided (informing, planning, booking, guiding)	4,50	3,64	4,13	3,83	4,03
22	The impact of my professional area on the environment	4,30	3,80	4,44	3,67	4,05
23	How to make it environmentally friendly?	4,30	4,13	4,44	3,92	4,20
24	Examples of good practice	4,20	3,74	4,44	4,67	4,26
25	The Importance of Certification for the business	4,00	3,58	4,00	4,58	4,04
26	What is being certified	4,00	3,85	4,00	4,58	4,11
27	Who certifies	4,00	3,51	4,00	4,58	4,02
28	How it is being certified	4,00	3,40	4,00	4,58	4,00
29	The various certificates	4,00	3,80	4,00	4,58	4,10
30	The Future of Tourism: The new digital technologies (AR, VR, Data pooling etc.)	4,80	3,55	4,69	5,00	4,51
31	The Future of Tourism: Planning the travel	4,70	3,55	4,69	4,25	4,30
32	The Future of Tourism: Reserving – booking (transfer, accommodation, activities, visits)	4,70	3,55	4,69	4,75	4,42
33	The Future of Tourism: Travelling	4,50	3,55	4,69	4,58	4,33
34	The Future of Tourism: Staying (accommodation and food)	4,30	3,55	4,69	4,83	4,34



35	The Future of Tourism: Experiencing	4,20	3,81	4,69	4,92	4,40
36	The Future of Tourism: Shopping	3,80	3,74	4,69	2,92	3,79

3. Rating of Training Units by Each Individual Partner

a. CCSEM, Average Rating 4,15

No	TRAINING UNIT	Accommodation Facilities	Restaurant Staff	Travel Agencies	Education - Training EXPERTS	Other	AVERAGE (Total Rating /No of Assessors)
		Rating 1 to 5	Rating 1 to 5	Rating 1 to 5	Rating 1 to 5	Rating 1 to 5	
		Category Average (categ. sum/No of participants)	Category Average (categ. sum/No of participants)	Category Average (categ. sum/No of participants)	Category Average (categ. sum/No of participants)	Category Average (categ. sum/No of participants)	
1	Definition of Tourism	5	5	3	4,00	2,5	3,5
2	The Visitor and the visitor's expectations	5	5	4	4,33	5	4,7
3	The Destination	5	5	3	4,33	3,5	4
4	The Services deployed in tourism	5	4	4	3,67	3,75	3,9
5	Main characteristics of the tourists	5	5	5	4,00	4	4,3
6	The generations more involved in tourism (Millennials, Gen Z, Silver tourists...)	5	4	5	4,33	3,25	4
7	Tourists preferences and needs	5	5	4	4,67	4,5	4,6
8	The environmental impact of tourism: The trip (CO2 - GHG)	5	4	5	4,67	3,75	4,3
9	The environmental impact of tourism: The Accommodation. Construction of the facility; Operation of the facility (Material, Energy consumption - cooling, heating, cleaning - Water consumption, Waste generation - solid and waste water) ...	5	5	4	4,33	3,25	4



10	The environmental impact of tourism: The Food. <i>Production of agro food products, storage, packaging, transport, preparation of meals</i>	5	5	2	4,00	2,25	3,3
11	The environmental impact of tourism: The Transportation of the visitor	5	4	5	4,33	3,5	4,1
12	The environmental impact of tourism: The Visits. <i>The Sightseeing: the site, the culture, the people, the carrying capacity</i>	5	4	5	4,67	4,25	4,5
13	The environmental impact of tourism: Shopping. <i>Consumption of resources, packaging - waste,</i>	5	4	3	4,67	3,25	3,9
14	The cultural impact	5	4	5	4,67	3,5	4,2
15	Sustainable tourism	5	4	5	5,00	4	4,5
16	Green deal	5	3	4	3,67	3	3,5
17	F2f	5	5	1	3,67	1,5	2,8
18	Circularity	5	4	5	4,33	3,25	4
19	Digitization	5	5	5	4,33	5	4,8
20	Examples of tourism businesses: The Hotel. <i>Accommodation facility; Structure of a hotel business (the dpts, the operations)</i>	5	5	2	3,67	4,5	4,1
21	Examples of tourism businesses: The travel agency. <i>Services provided (informing, planning, booking, guiding)</i>	5	3	5	4,00	5	4,5
22	The impact of my professional area on the environment	5	4	5	4,67	3,75	4,3
23	How to make it environmentally friendly?	5	4	5	4,67	3,75	4,3
24	Examples of good practice	5	3	5	5,00	3,5	4,2
25	The Importance of Certification for the business	5	5	3	4,67	3,25	4
26	What is being certified	5	5	3	4,67	3,25	4
27	Who certifies	5	5	3	4,67	3,25	4
28	How it is being certified	5	5	3	4,67	3,25	4
29	The various certificates	5	5	3	4,67	3,25	4
30	The Future of Tourism: The new digital technologies (<i>AR, VR, Data pooling etc.</i>)	5	4	5	5,00	4,75	4,8
31	The Future of Tourism: Planning the travel	5	4	5	4,67	4,75	4,7



32	The Future of Tourism: Reserving – booking (<i>transfer, accommodation, activities, visits</i>)	5	4	5	4,67	4,75	4,7
33	The Future of Tourism: Travelling	5	4	5	4,67	4,25	4,5
34	The Future of Tourism: Staying (<i>accommodation and food</i>)	5	4	5	4,33	4	4,3
35	The Future of Tourism: Experiencing	5	4	5	4,67	3,5	4,2
36	The Future of Tourism: Shopping	5	4	2	4,67	3,25	3,8

b. APREDIN, Average Rating 3,70

No	TRAINING UNIT	Accommodation Facilities	Restaurant Staff	Travel Agencies	Education - Training EXPERTS	Other	AVERAGE (Total Rating /No of Assessors)
		Rating 1 to 5	Rating 1 to 5	Rating 1 to 5	Rating 1 to 5	Rating 1 to 5	
		Category Average	Category Average (<i>categ. sum/No of participants</i>)	Category Average (<i>categ. sum/No of participants</i>)	Category Average (<i>categ. sum/No of participants</i>)	Category Average (<i>categ. sum/No of participants</i>)	
1	Definition of Tourism	4			2,5	3,86	3,35
2	The Visitor and the visitor's expectations	5			3,5	4,29	3,98
3	The Destination	4			3	3,57	3,29
4	The Services deployed in tourism	5			4	4,14	3,99
5	Main characteristics of the tourists	5			4	4,14	3,99
6	The generations more involved in tourism (Millennials, Gen Z, Silver tourists...)	5			4	4,43	4,13
7	Tourists preferences and needs	5			4	4,43	4,13
8	The environmental impact of tourism: The trip (CO2 - GHG)	3			4	3,86	3,35
9	The environmental impact of tourism: The Accommodation. <i>Construction of the facility; Operation of the facility (Material, Energy consumption - cooling, heating, cleaning - Water consumption, Waste generation - solid and waste water)...</i>	4			4	4,14	3,74



10	The environmental impact of tourism: The Food. <i>Production of agro food products, storage, packaging, transport, preparation of meals</i>	4			4	4,14	3,74
11	The environmental impact of tourism: The Transportation of the visitor	3			4	4,00	3,42
12	The environmental impact of tourism: The Visits. <i>The Sightseeing: the site, the culture, the people, the carrying capacity</i>	3			4	4,00	3,42
13	The environmental impact of tourism: Shopping. <i>Consumption of resources, packaging - waste,</i>	4			4	4,29	3,81
14	The cultural impact	3			4	4,14	3,49
15	Sustainable tourism	4			3,5	4,29	3,73
16	Green deal	3			3,5	3,86	3,26
17	F2f	4			4	4,00	3,67
18	Circularity	5			3,5	3,86	3,76
19	Digitization	5			4	4,29	4,06
20	Examples of tourism businesses: The Hotel. <i>Accommodation facility; Structure of a hotel business (the dpts, the operations)</i>	5			4	4,43	4,13
21	Examples of tourism businesses: The travel agency. Services provided (informing, planning, booking, guiding)	4			3	4,29	3,64
22	The impact of my professional area on the environment	4			3,5	4,43	3,80
23	How to make it environmentally friendly?	5			4	4,43	4,13
24	Examples of good practice	4			4	4,14	3,74
25	The Importance of Certification for the business	4			3,5	4,00	3,58
26	What is being certified	5			4	3,86	3,85
27	Who certifies	4			3,5	3,86	3,51
28	How it is being certified	3			3,5	4,14	3,40
29	The various certificates	4			3,5	4,43	3,80
30	The Future of Tourism: The new digital technologies (<i>AR, VR, Data pooling etc.</i>)	3			3,5	4,43	3,55
31	The Future of Tourism: Planning the travel	3			3,5	4,43	3,55



32	The Future of Tourism: Reserving – booking (<i>transfer, accommodation, activities, visits</i>)	3			3,5	4,43	3,55
33	The Future of Tourism: Travelling	3			3,5	4,43	3,55
34	The Future of Tourism: Staying (<i>accommodation and food</i>)	3			3,5	4,43	3,55
35	The Future of Tourism: Experiencing	4			4	4,29	3,81
36	The Future of Tourism: Shopping	4			4	4,14	3,74

c. SVEM, Average Rating 4,41

No	TRAINING UNIT	Accommodation Facilities	Restaurant Staff	Travel Agencies	Education - Training EXPERTS	Other	AVERAGE (Total Rating /No of Assessors)
		Rating 1 to 5	Rating 1 to 5		Rating 1 to 5	Rating 1 to 5	
		Category Average (<i>categ. sum/No of participants</i>)	Category Average (<i>categ. sum/No of participants</i>)	Category Average (<i>categ. sum/No of participants</i>)	Category Average (<i>categ. sum/No of participants</i>)	Category Average (<i>categ. sum/No of participants</i>)	
1	Definition of Tourism	4,83		4,25		4	4,44
2	The Visitor and the visitor's expectations	4,83		4,25		4	4,44
3	The Destination	4,83		4,25		4	4,44
4	The Services deployed in tourism	4,75		4,25		4	4,44
5	Main characteristics of the tourists	4,67		4,75		4	4,63
6	The generations more involved in tourism (Millennials, Gen Z, Silver tourists...)	4,67		4,75		4	4,63
7	Tourists preferences and needs	4,58		4,75		4	4,63
8	The environmental impact of tourism: The trip (CO2 - GHG)	4,50		4,63		3,5	4,44
9	The environmental impact of tourism: The Accommodation. <i>Construction of the facility; Operation of the facility (Material, Energy consumption - cooling, heating, cleaning - Water consumption, Waste generation - solid and waste water)...</i>	4,50		4,63		3,5	4,44



10	The environmental impact of tourism: The Food. <i>Production of agro food products, storage, packaging, transport, preparation of meals</i>	4,50		4,63		3,5	4,44
11	The environmental impact of tourism: The Transportation of the visitor	4,50		4,63		3,5	4,44
12	The environmental impact of tourism: The Visits. <i>The Sightseeing: the site, the culture, the people, the carrying capacity</i>	4,50		4,63		3,5	4,44
13	The environmental impact of tourism: Shopping. <i>Consumption of resources, packaging - waste,</i>	4,50		4,63		3,5	4,44
14	The cultural impact	4,50		4,63		3,5	4,44
15	Sustainable tourism	4,50		4,38		4	4,38
16	Green deal	4,50		4,38		4	4,38
17	F2f	4,50		4,38		4	4,38
18	Circularity	4,50		4,38		4	4,38
19	Digitization	4,42		4,38		4	4,38
20	Examples of tourism businesses: The Hotel. <i>Accommodation facility; Structure of a hotel business (the dpts, the operations)</i>	4,33		4,25		3	4,13
21	Examples of tourism businesses: The travel agency. Services provided (informing, planning, booking, guiding)	4,33		4,25		3	4,13
22	The impact of my professional area on the environment	4,33		4,75		3,5	4,44
23	How to make it environmentally friendly?	4,33		4,75		3,5	4,44
24	Examples of good practice	4,25		4,75		3,5	4,44
25	The Importance of Certification for the business	4,17		4,00		3,5	4,00
26	What is being certified	4,17		4,00		3,5	4,00
27	Who certifies	4,17		4,00		3,5	4,00
28	How it is being certified	4,17		4,00		3,5	4,00
29	The various certificates	4,50		4,00		3,5	4,00
30	The Future of Tourism: The new digital technologies (<i>AR, VR, Data pooling etc.</i>)	4,83		4,63		4,5	4,69
31	The Future of Tourism: Planning the travel	4,83		4,63		4,5	4,69



32	The Future of Tourism: Reserving – booking (<i>transfer, accommodation, activities, visits</i>)	4,83		4,63		4,5	4,69
33	The Future of Tourism: Travelling	4,83		4,63		4,5	4,69
34	The Future of Tourism: Staying (<i>accommodation and food</i>)	4,83		4,63		4,5	4,69
35	The Future of Tourism: Experiencing	4,83		4,63		4,5	4,69
36	The Future of Tourism: Shopping	4,83		4,63		4,5	4,69

d. TTO, Average Rating 4,36

No	TRAINING UNIT	Hotel - Accommodation Facilities	Restaurant Staff	Travel Agencies	Education - Training EXPERTS	Other	AVERAGE (Total Rating /No of Assessors)
		Rating 1 to 5	Rating 1 to 5	Rating 1 to 5	Rating 1 to 5	Rating 1 to 5	
		Category Average (categ. sum/No of participants)	Category Average (categ. sum/No of participants)	Category Average (categ. sum/No of participants)	Category Average (categ. sum/No of participants)	Category Average (categ. sum/No of participants)	
1	Definition of Tourism	2,5	2,5		4	2,7	2,83
2	The Visitor and the visitor's expectations	5	5		3	3,8	4,08
3	The Destination	3,5	5		5	5,0	4,75
4	The Services deployed in tourism	5	5		5	5,0	5,00
5	Main characteristics of the tourists	4,5	4		4,5	4,3	4,33
6	The generations more involved in tourism (Millennials, Gen Z, Silver tourists...)	5	3,5		4	4,2	4,17
7	Tourists preferences and needs	5	4		5	4,2	4,42
8	The environmental impact of tourism: The trip (CO2 - GHG)	4,5	4		5	3,8	4,17
9	The environmental impact of tourism: The Accommodation. Construction of the facility; Operation of the facility (Material, Energy consumption - cooling, heating, cleaning - Water consumption, Waste generation - solid and waste water)...	5	4		5	5,0	4,83



10	The environmental impact of tourism: The Food. <i>Production of agro food products, storage, packaging, transport, preparation of meals</i>	4	5		5	4,7	4,67
11	The environmental impact of tourism: The Transportation of the visitor	4,5	2,5		5	4,5	4,25
12	The environmental impact of tourism: The Visits. <i>The Sightseeing: the site, the culture, the people, the carrying capacity</i>	3,5	4		5	5,0	4,58
13	The environmental impact of tourism: Shopping. <i>Consumption of resources, packaging - waste,</i>	4	4,5		5	4,7	4,58
14	The cultural impact	2,5	4		5	4,3	4,08
15	Sustainable tourism	5	5		5	5,0	5,00
16	Green deal	4,5	4		5	4,5	4,50
17	F2f	1,5	3,5		4	3,3	3,17
18	Circularity	2	3		5	4,0	3,67
19	Digitization	5	5		5	5,0	5,00
20	Examples of tourism businesses: The Hotel. <i>Accommodation facility; Structure of a hotel business (the dpts, the operations)</i>	3,5	5		5	5,0	4,75
21	Examples of tourism businesses: The travel agency. Services provided (informing, planning, booking, guiding)	3	3		5	4,0	3,83
22	The impact of my professional area on the environment	3	2		5	4,0	3,67
23	How to make it environmentally friendly?	2,5	4		5	4,0	3,92
24	Examples of good practice	3,5	4,5		5	5,0	4,67
25	The Importance of Certification for the business	3,5	4		5	5,0	4,58
26	What is being certified	3,5	4		5	5,0	4,58
27	Who certifies	3,5	4		5	5,0	4,58
28	How it is being certified	3,5	4		5	5,0	4,58
29	The various certificates	3,5	4		5	5,0	4,58
30	The Future of Tourism: The new digital technologies (<i>AR, VR, Data pooling etc.</i>)	5	5		5	5,0	5,00
31	The Future of Tourism: Planning the travel	3	2,5		5	5,0	4,25



32	The Future of Tourism: Reserving – booking (<i>transfer, accommodation, activities, visits</i>)	5	4		4,5	5,0	4,75
33	The Future of Tourism: Travelling	2,5	5		5	5,0	4,58
34	The Future of Tourism: Staying (<i>accommodation and food</i>)	4	5		5	5,0	4,83
35	The Future of Tourism: Experiencing	4,5	5		5	5,0	4,92
36	The Future of Tourism: Shopping	2,5	2		1,5	3,8	2,92



II. RATING OF TRAINING UNITS BY PROFESSIONAL CATEGORIES AT PARTNERSHIP AND PARTNER LEVEL

1. Overall Rating of Training Units by Professional Category at Partnership Level

(Average Values, Top 10 and Bottom 10, Top 10 dark green, bottom 10 light red)

No	TRAINING UNIT	PROFESSIONAL CATEGORY						
		Accomm Facilities	Rest. Staff	Travel Agencie s	Educatio n - Training Experts	Other	TOTAL	Average
1	Definition of Tourism	4,08	3,75	3,63	3,50	3,26	18,21	3,64
2	The Visitor and the visitor's expectations	4,96	5,00	4,13	3,61	4,28	21,97	4,39
3	The Destination	4,33	5,00	3,63	4,11	4,02	21,09	4,22
4	The Services deployed in tourism	4,94	4,50	4,13	4,22	4,22	22,01	4,40
5	Main characteristics of the tourists	4,79	4,50	4,88	4,17	4,12	22,45	4,49
6	The generations more involved in tourism (Millennials, Gen Z, Silver tourists...)	4,92	3,75	4,88	4,11	3,96	21,61	4,32
7	Tourists preferences and needs	4,90	4,50	4,38	4,56	4,27	22,60	4,52
8	The environmental impact of tourism: The trip (CO2 - GHG)	4,25	4,00	4,81	4,56	3,74	21,35	4,27



9	The environmental impact of tourism: The Accommodation. <i>Construction of the facility; Operation of the facility (Material, Energy consumption - cooling, heating, cleaning - Water consumption, Waste generation - solid and waste water)...</i>	4,63	4,50	4,31	4,44	3,97	21,86	4,37
10	The environmental impact of tourism: The Food. <i>Production of agro food products, storage, packaging, transport, preparation of meals</i>	4,38	5,00	3,31	4,33	3,64	20,66	4,13
11	The environmental impact of tourism: The Transportation of the visitor	4,25	3,25	4,81	4,44	3,88	20,63	4,13
12	The environmental impact of tourism: The Visits. <i>The Sightseeing: the site, the culture, the people, the carrying capacity</i>	4,00	4,00	4,81	4,56	4,19	21,56	4,31
13	The environmental impact of tourism: Shopping. <i>Consumption of resources, packaging - waste,</i>	4,38	4,25	3,81	4,56	3,93	20,92	4,18
14	The cultural impact	3,75	4,00	4,81	4,56	3,87	20,99	4,20
15	Sustainable tourism	4,63	4,50	4,69	4,50	4,32	22,63	4,53
16	Green deal	4,25	3,50	4,19	4,06	3,84	19,83	3,97
17	F2f	3,75	4,25	2,69	3,89	3,21	17,78	3,56
18	Circularity	4,13	3,50	4,69	4,28	3,78	20,37	4,07
19	Digitization	4,85	5,00	4,69	4,44	4,57	23,56	4,71
20	Examples of tourism businesses: The Hotel. <i>Accommodation facility; Structure of a hotel business (the dpts, the operations)</i>	4,46	5,00	3,13	4,22	4,23	21,04	4,21
21	Examples of tourism businesses: The travel agency. <i>Services provided (informing, planning, booking, guiding)</i>	4,08	3,00	4,63	4,00	4,07	19,78	3,96
22	The impact of my professional area on the environment	4,08	3,00	4,88	4,39	3,92	20,27	4,05
23	How to make it environmentally friendly?	4,21	4,00	4,88	4,56	3,92	21,56	4,31
24	Examples of good practice	4,19	3,75	4,88	4,67	4,04	21,51	4,30
25	The Importance of Certification for the business	4,17	4,50	3,50	4,39	3,94	20,49	4,10



26	What is being certified	4,42	4,50	3,50	4,56	3,90	20,87	4,17
27	Who certifies	4,17	4,50	3,50	4,39	3,90	20,46	4,09
28	How it is being certified	3,92	4,50	3,50	4,39	3,97	20,28	4,06
29	The various certificates	4,25	4,50	3,50	4,39	4,04	20,68	4,14
30	The Future of Tourism: The new digital technologies (AR, VR, Data pooling etc.)	4,46	4,50	4,81	4,50	4,67	22,94	4,59
31	The Future of Tourism: Planning the travel	3,96	3,25	4,81	4,39	4,67	21,08	4,22
32	The Future of Tourism: Reserving – booking (transfer, accommodation, activities, visits)	4,46	4,00	4,81	4,22	4,67	22,16	4,43
33	The Future of Tourism: Travelling	3,83	4,50	4,81	4,39	4,54	22,08	4,42
34	The Future of Tourism: Staying (accommodation and food)	4,21	4,50	4,81	4,28	4,48	22,28	4,46
35	The Future of Tourism: Experiencing	4,58	4,50	4,81	4,56	4,32	22,77	4,55
36	The Future of Tourism: Shopping	4,08	3,00	3,31	3,39	3,93	17,72	3,54

2. Scores Above Partnership Average

(values above average colored dark green)

No	TRAINING UNIT	PROFESSIONAL CATEGORY						
		Accomm. Facilities	Rest. Staff	Travel Agencies	Education - Training Experts	Other	TOTAL	Average
1	Definition of Tourism	4,08	3,75	3,63	3,50	3,26	18,21	3,64



2	The Visitor and the visitor's expectations	4,96	5,00	4,13	3,61	4,28	21,97	4,39
3	The Destination	4,33	5,00	3,63	4,11	4,02	21,09	4,22
4	The Services deployed in tourism	4,94	4,50	4,13	4,22	4,22	22,01	4,40
5	Main characteristics of the tourists	4,79	4,50	4,88	4,17	4,12	22,45	4,49
6	The generations more involved in tourism (Millennials, Gen Z, Silver tourists...)	4,92	3,75	4,88	4,11	3,96	21,61	4,32
7	Tourists preferences and needs	4,90	4,50	4,38	4,56	4,27	22,60	4,52
8	The environmental impact of tourism: The trip (CO2 - GHG)	4,25	4,00	4,81	4,56	3,74	21,35	4,27
9	The environmental impact of tourism: The Accommodation. <i>Construction of the facility; Operation of the facility (Material, Energy consumption - cooling, heating, cleaning - Water consumption, Waste generation - solid and waste water)...</i>	4,63	4,50	4,31	4,44	3,97	21,86	4,37
10	The environmental impact of tourism: The Food. <i>Production of agro food products, storage, packaging, transport, preparation of meals</i>	4,38	5,00	3,31	4,33	3,64	20,66	4,13
11	The environmental impact of tourism: The Transportation of the visitor	4,25	3,25	4,81	4,44	3,88	20,63	4,13
12	The environmental impact of tourism: The Visits. <i>The Sightseeing: the site, the culture, the people, the carrying capacity</i>	4,00	4,00	4,81	4,56	4,19	21,56	4,31
13	The environmental impact of tourism: Shopping. <i>Consumption of resources, packaging - waste,</i>	4,38	4,25	3,81	4,56	3,93	20,92	4,18
14	The cultural impact	3,75	4,00	4,81	4,56	3,87	20,99	4,20
15	Sustainable tourism	4,63	4,50	4,69	4,50	4,32	22,63	4,53
16	Green deal	4,25	3,50	4,19	4,06	3,84	19,83	3,97
17	F2f	3,75	4,25	2,69	3,89	3,21	17,78	3,56
18	Circularity	4,13	3,50	4,69	4,28	3,78	20,37	4,07



19	Digitization	4,85	5,00	4,69	4,44	4,57	23,56	4,71
20	Examples of tourism businesses: The Hotel. <i>Accommodation facility; Structure of a hotel business (the dpts, the operations)</i>	4,46	5,00	3,13	4,22	4,23	21,04	4,21
21	Examples of tourism businesses: The travel agency. <i>Services provided (informing, planning, booking, guiding)</i>	4,08	3,00	4,63	4,00	4,07	19,78	3,96
22	The impact of my professional area on the environment	4,08	3,00	4,88	4,39	3,92	20,27	4,05
23	How to make it environmentally friendly?	4,21	4,00	4,88	4,56	3,92	21,56	4,31
24	Examples of good practice	4,19	3,75	4,88	4,67	4,04	21,51	4,30
25	The Importance of Certification for the business	4,17	4,50	3,50	4,39	3,94	20,49	4,10
26	What is being certified	4,42	4,50	3,50	4,56	3,90	20,87	4,17
27	Who certifies	4,17	4,50	3,50	4,39	3,90	20,46	4,09
28	How it is being certified	3,92	4,50	3,50	4,39	3,97	20,28	4,06
29	The various certificates	4,25	4,50	3,50	4,39	4,04	20,68	4,14
30	The Future of Tourism: The new digital technologies (<i>AR, VR, Data pooling etc.</i>)	4,46	4,50	4,81	4,50	4,67	22,94	4,59
31	The Future of Tourism: Planning the travel	3,96	3,25	4,81	4,39	4,67	21,08	4,22
32	The Future of Tourism: Reserving – booking (<i>transfer, accommodation, activities, visits</i>)	4,46	4,00	4,81	4,22	4,67	22,16	4,43
33	The Future of Tourism: Travelling	3,83	4,50	4,81	4,39	4,54	22,08	4,42
34	The Future of Tourism: Staying (<i>accommodation and food</i>)	4,21	4,50	4,81	4,28	4,48	22,28	4,46
35	The Future of Tourism: Experiencing	4,58	4,50	4,81	4,56	4,32	22,77	4,55
36	The Future of Tourism: Shopping	4,08	3,00	3,31	3,39	3,93	17,72	3,54



III. RATING OF TRAINING UNITS BY PROFESSIONAL CATEGORY AND PARTNER

(Average Values at Partner and Partnership Level, colour scaled over column values, dark green highest value)

a. HOTEL - ACCOMMODATION FACILITIES: TOTAL PARTNERSHIP AND INDIVIDUAL PARTNERS

b. RESTAURANT STAFF: TOTAL PARTNERSHIP AND INDIVIDUAL PARTNERS

a.

b.

No	TRAINING UNIT	ACCOMM FACILITIES					
		CCSE V	APREDI N	SVE M	TT O	TOTA L	Partnershi p (Average)
1	Definition of Tourism	5,00	4,00	4,83	2,50	16,33	4,08
2	The Visitor and the visitor's expectations	5,00	5,00	4,83	5,00	19,83	4,96
3	The Destination	5,00	4,00	4,83	3,50	17,33	4,33
4	The Services deployed in tourism	5,00	5,00	4,75	5,00	19,75	4,94
5	Main characteristics of the tourists	5,00	5,00	4,67	4,50	19,17	4,79
6	The generations more involved in tourism (Millennials, Gen Z, Silver tourists...)	5,00	5,00	4,67	5,00	19,67	4,92
7	Tourists preferences and needs	5,00	5,00	4,58	5,00	19,58	4,90
8	The environmental impact of tourism: The trip (CO2 - GHG)	5,00	3,00	4,50	4,50	17,00	4,25

RESTAURANT STAFF					
CCSE V	APREDI N	SVEM	TTO	TOTAL	Partnershi p (Average)
5,00	-	-	2,50	7,50	3,75
5,00	-	-	5,00	10,00	5,00
5,00	-	-	5,00	10,00	5,00
4,00	-	-	5,00	9,00	4,50
5,00	-	-	4,00	9,00	4,50
4,00	-	-	3,50	7,50	3,75
5,00	-	-	4,00	9,00	4,50
4,00	-	-	4,00	8,00	4,00



9	The environmental impact of tourism: The Accommodation. <i>Construction of the facility; Operation of the facility (Material, Energy consumption - cooling, heating, cleaning - Water consumption, Waste generation - solid and waste water)...</i>	5,00	4,00	4,50	5,00	18,50	4,63
10	The environmental impact of tourism: The Food. <i>Production of agro food products, storage, packaging, transport, preparation of meals</i>	5,00	4,00	4,50	4,00	17,50	4,38
11	The environmental impact of tourism: The Transportation of the visitor	5,00	3,00	4,50	4,50	17,00	4,25
12	The environmental impact of tourism: The Visits. <i>The Sightseeing: the site, the culture, the people, the carrying capacity</i>	5,00	3,00	4,50	3,50	16,00	4,00
13	The environmental impact of tourism: Shopping. <i>Consumption of resources, packaging - waste,</i>	5,00	4,00	4,50	4,00	17,50	4,38
14	The cultural impact	5,00	3,00	4,50	2,50	15,00	3,75
15	Sustainable tourism	5,00	4,00	4,50	5,00	18,50	4,63
16	Green deal	5,00	3,00	4,50	4,50	17,00	4,25
17	F2f	5,00	4,00	4,50	1,50	15,00	3,75
18	Circularity	5,00	5,00	4,50	2,00	16,50	4,13
19	Digitization	5,00	5,00	4,42	5,00	19,42	4,85
20	Examples of tourism businesses: The Hotel. <i>Accommodation facility; Structure of a hotel business (the dpts, the operations)</i>	5,00	5,00	4,33	3,50	17,83	4,46
21	Examples of tourism businesses: The travel agency. <i>Services provided (informing, planning, booking, guiding)</i>	5,00	4,00	4,33	3,00	16,33	4,08

5,00	-	-	4,00	9,00	4,50
5,00	-	-	5,00	10,00	5,00
4,00	-	-	2,50	6,50	3,25
4,00	-	-	4,00	8,00	4,00
4,00	-	-	4,50	8,50	4,25
4,00	-	-	4,00	8,00	4,00
4,00	-	-	5,00	9,00	4,50
3,00	-	-	4,00	7,00	3,50
5,00	-	-	3,50	8,50	4,25
4,00	-	-	3,00	7,00	3,50
5,00	-	-	5,00	10,00	5,00
5,00	-	-	5,00	10,00	5,00
3,00	-	-	3,00	6,00	3,00



22	The impact of my professional area on the environment	5,00	4,00	4,33	3,00	16,33	4,08
23	How to make it environmentally friendly?	5,00	5,00	4,33	2,50	16,83	4,21
24	Examples of good practice	5,00	4,00	4,25	3,50	16,75	4,19
25	The Importance of Certification for the business	5,00	4,00	4,17	3,50	16,67	4,17
26	What is being certified	5,00	5,00	4,17	3,50	17,67	4,42
27	Who certifies	5,00	4,00	4,17	3,50	16,67	4,17
28	How it is being certified	5,00	3,00	4,17	3,50	15,67	3,92
29	The various certificates	5,00	4,00	4,50	3,50	17,00	4,25
30	The Future of Tourism: The new digital technologies (AR, VR, Data pooling etc.)	5,00	3,00	4,83	5,00	17,83	4,46
31	The Future of Tourism: Planning the travel	5,00	3,00	4,83	3,00	15,83	3,96
32	The Future of Tourism: Reserving – booking (transfer, accommodation, activities, visits)	5,00	3,00	4,83	5,00	17,83	4,46
33	The Future of Tourism: Travelling	5,00	3,00	4,83	2,50	15,33	3,83
34	The Future of Tourism: Staying (accommodation and food)	5,00	3,00	4,83	4,00	16,83	4,21
35	The Future of Tourism: Experiencing	5,00	4,00	4,83	4,50	18,33	4,58
36	The Future of Tourism: Shopping	5,00	4,00	4,83	2,50	16,33	4,08

4,00	-	-	2,00	6,00	3,00
4,00	-	-	4,00	8,00	4,00
3,00	-	-	4,50	7,50	3,75
5,00	-	-	4,00	9,00	4,50
5,00	-	-	4,00	9,00	4,50
5,00	-	-	4,00	9,00	4,50
5,00	-	-	4,00	9,00	4,50
5,00	-	-	4,00	9,00	4,50
5,00	-	-	4,00	9,00	4,50
4,00	-	-	5,00	9,00	4,50
4,00	-	-	2,50	6,50	3,25
4,00	-	-	4,00	8,00	4,00
4,00	-	-	5,00	9,00	4,50
4,00	-	-	5,00	9,00	4,50
4,00	-	-	5,00	9,00	4,50
4,00	-	-	2,00	6,00	3,00



- a. TRAVEL AGENCIES: TOTAL PARTNERSHIP AND INDIVIDUAL PARTNERS
- b. EDUCATION - TRAINING EXPERTS: TOTAL PARTNERSHIP AND INDIVIDUAL PARTNERS

c.

d.

No	TRAINING UNIT	TRAVEL AGENCIES					
		CCSE V	APREDI N	SVE M	TT O	TOTAL	Partnership (Average)
1	Definition of Tourism	3,00	-	4,25	-	7,25	3,63
2	The Visitor and the visitor's expectations	4,00	-	4,25	-	8,25	4,13
3	The Destination	3,00	-	4,25	-	7,25	3,63
4	The Services deployed in tourism	4,00	-	4,25	-	8,25	4,13
5	Main characteristics of the tourists	5,00	-	4,75	-	9,75	4,88
6	The generations more involved in tourism (Millennials, Gen Z, Silver tourists...)	5,00	-	4,75	-	9,75	4,88
7	Tourists preferences and needs	4,00	-	4,75	-	8,75	4,38
8	The environmental impact of tourism: The trip (CO2 - GHG)	5,00	-	4,63	-	9,63	4,81
9	The environmental impact of tourism: The Accommodation. <i>Construction of the facility; Operation of the facility (Material, Energy consumption - cooling, heating, cleaning - Water consumption, Waste generation - solid and waste water)...</i>	4,00	-	4,63	-	8,63	4,31

EDUCATIONAL - TRAINING EXPERTS					
CCSE V	APREDI N	SVE M	TT O	TOTAL	Partnership (Average)
4,00	2,50	-	4,00	10,50	3,50
4,33	3,50	-	3,00	10,83	3,61
4,33	3,00	-	5,00	12,33	4,11
3,67	4,00	-	5,00	12,67	4,22
4,00	4,00	-	4,50	12,50	4,17
4,33	4,00	-	4,00	12,33	4,11
4,67	4,00	-	5,00	13,67	4,56
4,67	4,00	-	5,00	13,67	4,56
4,33	4,00	-	5,00	13,33	4,44



10	The environmental impact of tourism: The Food. <i>Production of agro food products, storage, packaging, transport, preparation of meals</i>	2,00	-	4,63	-	6,63	3,31
11	The environmental impact of tourism: The Transportation of the visitor	5,00	-	4,63	-	9,63	4,81
12	The environmental impact of tourism: The Visits. <i>The Sightseeing: the site, the culture, the people, the carrying capacity</i>	5,00	-	4,63	-	9,63	4,81
13	The environmental impact of tourism: Shopping. <i>Consumption of resources, packaging - waste, ...</i>	3,00	-	4,63	-	7,63	3,81
14	The cultural impact	5,00	-	4,63	-	9,63	4,81
15	Sustainable tourism	5,00	-	4,38	-	9,38	4,69
16	Green deal	4,00	-	4,38	-	8,38	4,19
17	F2f	1,00	-	4,38	-	5,38	2,69
18	Circularity	5,00	-	4,38	-	9,38	4,69
19	Digitization	5,00	-	4,38	-	9,38	4,69
20	Examples of tourism businesses: The Hotel. <i>Accommodation facility; Structure of a hotel business (the dpts, the operations)</i>	2,00	-	4,25	-	6,25	3,13
21	Examples of tourism businesses: The travel agency. <i>Services provided (informing, planning, booking, guiding)</i>	5,00	-	4,25	-	9,25	4,63
22	The impact of my professional area on the environment	5,00	-	4,75	-	9,75	4,88
23	How to make it environmentally friendly?	5,00	-	4,75	-	9,75	4,88
24	Examples of good practice	5,00	-	4,75	-	9,75	4,88
25	The Importance of Certification for the business	3,00	-	4,00	-	7,00	3,50
26	What is being certified	3,00	-	4,00	-	7,00	3,50
27	Who certifies	3,00	-	4,00	-	7,00	3,50

4,00	4,00	-	5,00	13,00	4,33
4,33	4,00	-	5,00	13,33	4,44
4,67	4,00	-	5,00	13,67	4,56
4,67	4,00	-	5,00	13,67	4,56
4,67	4,00	-	5,00	13,67	4,56
5,00	3,50	-	5,00	13,50	4,50
3,67	3,50	-	5,00	12,17	4,06
3,67	4,00	-	4,00	11,67	3,89
4,33	3,50	-	5,00	12,83	4,28
4,33	4,00	-	5,00	13,33	4,44
3,67	4,00	-	5,00	12,67	4,22
4,00	3,00	-	5,00	12,00	4,00
4,67	3,50	-	5,00	13,17	4,39
4,67	4,00	-	5,00	13,67	4,56
5,00	4,00	-	5,00	14,00	4,67
4,67	3,50	-	5,00	13,17	4,39
4,67	4,00	-	5,00	13,67	4,56
4,67	3,50	-	5,00	13,17	4,39



28	How it is being certified	3,00	-	4,00	-	7,00	3,50
29	The various certificates	3,00	-	4,00	-	7,00	3,50
30	The Future of Tourism: The new digital technologies (AR, VR, Data pooling etc.)	5,00	-	4,63	-	9,63	4,81
31	The Future of Tourism: Planning the travel	5,00	-	4,63	-	9,63	4,81
32	The Future of Tourism: Reserving – booking (transfer, accommodation, activities, visits)	5,00	-	4,63	-	9,63	4,81
33	The Future of Tourism: Travelling	5,00	-	4,63	-	9,63	4,81
34	The Future of Tourism: Staying (accommodation and food)	5,00	-	4,63	-	9,63	4,81
35	The Future of Tourism: Experiencing	5,00	-	4,63	-	9,63	4,81
36	The Future of Tourism: Shopping	2,00	-	4,63	-	6,63	3,31

4,67	3,50	-	5,00	13,17	4,39
4,67	3,50	-	5,00	13,17	4,39
5,00	3,50	-	5,00	13,50	4,50
4,67	3,50	-	5,00	13,17	4,39
4,67	3,50	-	4,50	12,67	4,22
4,67	3,50	-	5,00	13,17	4,39
4,33	3,50	-	5,00	12,83	4,28
4,67	4,00	-	5,00	13,67	4,56
4,67	4,00	-	1,50	10,17	3,39

e. OTHER: TOTAL PARTNERSHIP AND INDIVIDUAL PARTNERS

No	TRAINING UNIT	OTHER						Partnership (Average)
		CCSE V	APREDI N	SVE M	TT O	TOTA L		
1	Definition of Tourism	2,50	3,86	4,00	2,67	13	3,26	
2	The Visitor and the visitor's expectations	5,00	4,29	4,00	3,83	17	4,28	
3	The Destination	3,50	3,57	4,00	5,00	16	4,02	



4	The Services deployed in tourism	3,75	4,14	4,00	5,00	17	4,22
5	Main characteristics of the tourists	4,00	4,14	4,00	4,33	16	4,12
6	The generations more involved in tourism (Millennials, Gen Z, Silver tourists...)	3,25	4,43	4,00	4,17	16	3,96
7	Tourists preferences and needs	4,50	4,43	4,00	4,17	17	4,27
8	The environmental impact of tourism: The trip (CO2 - GHG)	3,75	3,86	3,50	3,83	15	3,74
9	The environmental impact of tourism: The Accommodation. <i>Construction of the facility; Operation of the facility (Material, Energy consumption - cooling, heating, cleaning - Water consumption, Waste generation - solid and waste water)...</i>	3,25	4,14	3,50	5,00	16	3,97
10	The environmental impact of tourism: The Food. <i>Production of agro food products, storage, packaging, transport, preparation of meals</i>	2,25	4,14	3,50	4,67	15	3,64
11	The environmental impact of tourism: The Transportation of the visitor	3,50	4,00	3,50	4,50	16	3,88
12	The environmental impact of tourism: The Visits. <i>The Sightseeing: the site, the culture, the people, the carrying capacity</i>	4,25	4,00	3,50	5,00	17	4,19
13	The environmental impact of tourism: Shopping. <i>Consumption of resources, packaging - waste,</i>	3,25	4,29	3,50	4,67	16	3,93
14	The cultural impact	3,50	4,14	3,50	4,33	15	3,87
15	Sustainable tourism	4,00	4,29	4,00	5,00	17	4,32
16	Green deal	3,00	3,86	4,00	4,50	15	3,84
17	F2f	1,50	4,00	4,00	3,33	13	3,21
18	Circularity	3,25	3,86	4,00	4,00	15	3,78
19	Digitization	5,00	4,29	4,00	5,00	18	4,57



20	Examples of tourism businesses: The Hotel. <i>Accommodation facility; Structure of a hotel business (the dpts, the operations)</i>	4,50	4,43	3,00	5,00	17	4,23
21	Examples of tourism businesses: The travel agency. <i>Services provided (informing, planning, booking, guiding)</i>	5,00	4,29	3,00	4,00	16	4,07
22	The impact of my professional area on the environment	3,75	4,43	3,50	4,00	16	3,92
23	How to make it environmentally friendly?	3,75	4,43	3,50	4,00	16	3,92
24	Examples of good practice	3,50	4,14	3,50	5,00	16	4,04
25	The Importance of Certification for the business	3,25	4,00	3,50	5,00	16	3,94
26	What is being certified	3,25	3,86	3,50	5,00	16	3,90
27	Who certifies	3,25	3,86	3,50	5,00	16	3,90
28	How it is being certified	3,25	4,14	3,50	5,00	16	3,97
29	The various certificates	3,25	4,43	3,50	5,00	16	4,04
30	The Future of Tourism: The new digital technologies (<i>AR, VR, Data pooling etc.</i>)	4,75	4,43	4,50	5,00	19	4,67
31	The Future of Tourism: Planning the travel	4,75	4,43	4,50	5,00	19	4,67
32	The Future of Tourism: Reserving – booking (<i>transfer, accommodation, activities, visits</i>)	4,75	4,43	4,50	5,00	19	4,67
33	The Future of Tourism: Travelling	4,25	4,43	4,50	5,00	18	4,54
34	The Future of Tourism: Staying (<i>accommodation and food</i>)	4,00	4,43	4,50	5,00	18	4,48
35	The Future of Tourism: Experiencing	3,50	4,29	4,50	5,00	17	4,32
36	The Future of Tourism: Shopping	3,25	4,14	4,50	3,83	16	3,93

Appendix A: WORKSHOP GUIDELINES

A. Introduction

"CONDUCTING DRAFT VALIDATION WORKSHOPS OF THE START TRAINING PROGRAMME" envisages the realisation of **4 workshops held by TTO, SVEM, APREDIN, CCSEV** in their territorial contexts with the involvement of **at least 10 sector operators** to collect possible suggestions, proposals and ideas that will alight the final version of the Training Programme.

The START project stated that partners will involve 40 representatives of a panel of tourism enterprises involved in the workshops for the validation/integration of the draft training programme, giving priority to the female, young and non-EU segment, coming from different professional backgrounds and experiences, integrating travel agencies and accommodation facilities, in line with the needs analysis carried out by the partners during the design phase of the START project initiative. The target group will be selected on the basis of age criteria (favouring those under 35), gender criteria (giving priority to the female segment), and geographical origin (reserving a quota for workers from non-EU countries).

B. Workshop questionnaire

1.1 Resources

To successfully run a workshop, you need to plan for a **researcher/moderator**, as well as an **assistant moderator**.

The moderator facilitates the discussion. The ideal workshop moderator has the following traits: a) Can listen attentively with sensitivity and empathy b) Believes that all group participants have something to offer c) Has adequate knowledge of the topic d) Can keep personal views and ego out of the facilitation e) Can appropriately manage challenging group dynamics.

The assistant moderator is a silent observer who takes notes on the discussion. This profile is necessary to support group management and, if possible, avoid the recording of the discussion, which could compromise spontaneity on behalf of the participants. Recording of the discussion can be arranged if all participants feel at ease and consent to that. In such a case please make sure that participants sign a relevant consent form

Partners are asked to take photos of the event to be include in the Report created by each partner.

1.2 Room Setting

Workshops are usually organized in dedicated rooms of the host organizations. Regardless of the location, the room that will be used for the workshops should be spacious to allow for comfortable seating of the participants. Any distractors should be removed from the room, while a silent surrounding should be ensured. Adequate lighting should also be arranged. A round or square table with chairs around them for the moderator and participants should be arranged. If possible, the assistant moderator should sit at a small distance from the table, but in a spot with good visual and auditory contact, to be able to take notes without distracting participants.



1.3 Time and structure

Please remember that all workshops should have been organised by **31st of March, 2022** the latest, to allow time for data processing and reporting.

A workshop should last between **90 - 120 minutes**. Shorter times may not activate the group; too much time could lead to the discussion turning into "living room gossip". The following is a suggested plan for the development of each workshop. You could foresee different times than the suggested, but the overall duration of the workshop should not exceed 120 minutes.

- 10 minutes are needed to introduce the **topic of the workshop** (please note that you must warn the group of any recording of the meeting)
- 10 minutes to allow participants to **introduce themselves**;
- 15 minutes should be devoted to **introductory questions**;
- 45 minutes (at least) should be reserved for **questions of substance**;
- 10 minutes should be devoted to **closing** to take stock of the situation.

1.4 Participants' recruitment

Focus group participants can be recruited in the following ways:

- Mailing list
- Telephone invitation
- Suggestions



Please inform CONFORM of the date and venue of your workshop as soon as you have confirmed so that the Lead partner can send you a project graphic "Save the date" for you to use on your company social media.

Please note that participants' recruitment methods selected will need to be reported after the completion of each workshop.

Please note that you will need to report details on the profile of selected participants and do not forget to ask them to complete the Attendance sheet.

A reminder: 40 representatives of a panel of tourism enterprises involved in the workshops for the validation/integration of the draft training programme, giving priority to the female, young and non-EU segment, coming from different professional backgrounds and experiences, integrating travel agencies and accommodation facilities, in line with the need’s analysis carried out by the partners during the design phase of the START project initiative. The target group will be selected on the basis of age criteria (favouring those under 35), gender criteria (giving priority to the female segment), and geographical origin (reserving a quota for workers from non-EU countries).

C. Workshop questionnaire

1. 1. General information of the respondent:

- Name
- Designation/Job position:
- Company name/University:
- Years of experience:

1. 2. Ice-breaking questions:

Digital *transformation* is the integration of digital technology into all areas of a business, fundamentally changing how you operate and deliver value to customers. *Sustainable development* meets the needs of the present whilst ensuring future generations can meet their own needs. It has three pillars: economic, environmental and social.

No.	Questions:	Explanation
1	Why is digitalisation for sustainable development of tourism SMEs important today?	Description, max 3000 characters
2	What kind of problems do tourism SMEs have to tackle in a digitalised business world?	4-5 potential problems, max 3000 characters
3	What knowledge is required to deal with digitalisation for sustainable development of tourism SMEs?	4-5 examples. Knowledge includes theory and concepts, as well as tacit knowledge gained as a result of the experience in performing certain tasks (e.g. understanding the concept of the digital world and its dynamics). max 3000 characters
4	What skills are expected to deal with digitalisation for sustainable development of tourism SMEs?	4-5 skills. A skill is a goal-directed, well-organised behaviour that is acquired through practice and performed with economy of effort (e.g. analysing data). max 3000 characters
5	What competencies are expected to deal with digitalisation for sustainable development of SMEs?	4-5 competencies. Competence indicates sufficiency of knowledge and skills that enable someone to act in a wide variety of situations (e.g. digital literacy). max 3000 characters



1. 3. Presentation of the draft of the START training programme:

- Please indicate how relevant are topics below when we discuss **digitalisation for sustainable development of tourism SMEs** in your opinion.

No.	Topic	Not relevant				Very relevant
1	Definition of Tourism	1	2	3	4	5
2	The Visitor and the visitor's expectations					
3	The Destination					
4	The Services deployed in tourism					
5	Main characteristics of tourists					
6	The generations more involved in tourism (Millennials, Gen Z, Silver tourists...)					
7	Tourists preferences and needs					
8	The environmental impact of tourism: The trip (CO2 - GHG)					
9	The environmental impact of tourism: The Accommodation. <i>Construction of the facility; Operation of the facility (Material, Energy consumption - cooling, heating, cleaning - Water consumption, Waste generation - solid and waste water)...</i>					
10	The environmental impact of tourism: The Food. <i>Production of agro food products, storage, packaging, transport, preparation of meals</i>					
11	The environmental impact of tourism: The Transportation of the visitor					
12	The environmental impact of tourism: The Visits. <i>Sightseeing: the site, the culture, the people, the carrying capacity</i>					
13	The environmental impact of tourism: Shopping. <i>Consumption of resources, packaging - waste,</i>					
14	The cultural impact					
15	Sustainable tourism					
16	Green deal					
17	F2f					
18	Circularity					

19	Digitization					
20	Examples of tourism businesses: The Hotel. <i>Accommodation facility; Structure of a hotel business (the dpts, the operations)</i>					
21	Examples of tourism businesses: The travel agency. <i>Services provided (informing, planning, booking, guiding)</i>					
22	The impact of my professional area on the environment					
23	How to make it environmentally friendly?					
24	Examples of good practice					
25	The Importance of Certification for the business					
26	What is being certified					
27	Who certifies					
28	How it is being certified					
29	The various certificates					
30	The Future of Tourism: The new digital technologies (<i>AR, VR, Data pooling etc.</i>)					
31	The Future of Tourism: Planning the travel					
32	The Future of Tourism: Reserving – booking (<i>transfer, accommodation, activities, visits</i>)					
33	The Future of Tourism: Travelling					
34	The Future of Tourism: Staying (<i>accommodation and food</i>)					
35	The Future of Tourism: Experiencing					
36	The Future of Tourism: Shopping					

- With respect to the topics identified, do you consider the proposed list exhaustive?

Please provide any relevant topics that have not emerged that may be integrated with the START training offer

No.	Topic	Explanation
1	Topic 1	
2	Topic 2	
3	Topic 3	



4	Topic 4	
5	Topic 5	
6	Topic 6	
7	Topic 7	
8	Topic 8	
9.	Topic 9	
10.	Topic 10	
11.	Topic 11	
12.	Topic 12	



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