

BUSINESS

TOURISM



YOUTH



MENTORING

EDUCATION

Funded by the Erasmus+ Programme
of the European Union



DEVELOPED BY CCIF CYPRUS
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Design and Production by

Marina Aristodemou

BA in Contemporatu Litterature, Lettres modernes,
MAc Educational Leadership and Management

Panayiota Michael

BA (Hons) Visual Communication
MA Marketing Management

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INTRODUCTION

This Training Manual is a part of My Town Your Town Erasmus+ project 2018-3-CY02-KA205-001387.

Is designed to provide knowledge and support to young entrepreneurs, youth workers, mentors and people who would like to get involved with the Tourism Industry.



Few words about MTYT Project:

My Town Your Town [MTYT] is an Erasmus+ training project that is aiming to raise youth employability by developing a scheme of new skills and encourage the inclusion through intergenerational tourism development.

The key feature of the project is: youth (18-30) to work with older mentors to produce a new interpretation for an existing (or a new) tourism or cultural destination in their local area. The new narration will be positioned in a way that will represent the values of the EU and the multi-cultural facets of the host community, to meet the needs of 21st century visitors.

The project is based on active learning methods and applies mentoring techniques as designed by our research teams from Cyprus, Italy, Croatia and Greece, and an expert partner from Scotland, UK.

The project: (A) will run sustainable tourism training for the young people and (B) develop and pilot an innovative interpretation tool between youth, the mentors and local tourism related SMEs.

Target Groups:



The project's main beneficiaries are:

Youth - this will include NEET with at least a quarter of participants from this group, and will now also include youth who have completed post-secondary and tertiary education and are not employed, under employed and those who have not yet considered tourism as a career.

Objectives:



- to stimulate competitiveness in the European tourism sector.
- to promote the development of sustainable, responsible and high-quality tourism.
- to consolidate the image and profile of Europe as a collection of sustainable and high-quality destinations; and,
- to maximize the potential of EU financial policies and instruments for developing tourism, particularly educational activities related to tourism which benefit from Erasmus+.



Outcomes & Results:

1. TOGETHER WE CAN – TRAINING MODULE
2. MY TOWN YOUR TOWN - PROJECT MANUAL
3. BE YOUR FUTURE - ONLINE PLATFORM

B. Side Results:

1. The ERASMUS+ CLUB members:
10 youth workers | 20 mentors | 50 youth | 10 tourism businesses
2. The Cluster community: 10 tourism businesses
(with expression of interest forms and signed memorandum)
3. Newsletters | key messages postings | promotional material, leaflets, flyers, posters.
(mytownyourtown.eu)

Program Information:

Funding source: Erasmus+ KA2 Youth
Project Title: My Town Your Town
Project acronym: MTYT
Project Code: 2018-3-CY02-KA205-001387
The duration: 22 months (1.2.19-30.11.20)

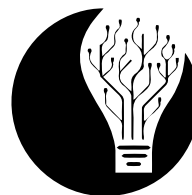
Project Consortium:

Coordinator: Cross Culture International Foundation Cyprus



Project Partners:

EdiNet Scotland
Petit Pas Italy
DIGITAL IDEA, Greece
Udruga Murtila, Croatia



MURTI LA

Project Webpage:

www.mytownyourtown.eu

About this Training Manual

This manual emphasises on employability, cultural heritage and it can be one to one or one to few. The main focus is on young people and mentors working together to reinterpret a local tourism attraction or cultural site, by bringing the stories of the old together, with the discoveries of the young, to tell a new story.

The intergenerational MODEL is a stand-alone innovative mentoring interpretation between tourism and cultural heritage sectors.

It is comprised of different elements, divided into 3 sections:

1. **Methodology** and practical guidelines for preparing and organizing different aspects of guided tours
2. **Informal learning** material for developing transversal skills such as communication, problem solving and critical thinking.
3. **Participatory evaluation** framework for youth, youth workers and mentors to assess the experience.

The workshops and educational material focus on 6 themes:

1. Active citizenship & youth participation
2. Recruiting organizations of local tourism
3. Facilitating engagement of youth in tourism businesses
4. Accessibility structures for youth with special needs and/or with fewer opportunities
5. Deal with the role of public bodies / policies on health, safety, risk assessment and safeguarding
6. Following up on the guided tours / assessing the impact of own professional practice.

*The Manual is transferable to other target groups like adults with disabilities, health or mental problems etc.

Benefits of the manual:

As expressed by V.Margaras, a Member of the European Parliamentary Research Service: "Constituting the third-largest economic activity in the EU, tourism is of considerable importance as a source of economic growth, regional development and employment. Although it has been affected by the economic crisis in the past years..."
(www.europarl.europa.eu)

The economic catastrophes of the past years affected the tourism industry and reduced the chances for young people to get involved in the sector.

The program is aiming to explore different opportunities for alternative tourism models through three basic areas of study:

1. **Mentoring model**
2. **Reinterpretation of the old story to a new one**
3. **Intergenerational model**

MTYT is aiming to combine the three areas under one model which can be transferable through generations. It will use the existing resources and encourage mentoring strategies for development, guidance and innovation in the tourism sector.

By using this manual, local communities can encourage the development of new opportunities: 1. Between young people and their partners & 2. Between the mentors and the local stakeholders. Communities can utilize their resources to achieve economic growth and social development. This manual provides useful information, for youth workers, mentors and people who would like to become active in tourism industry.

STRUCTURE OF THE TRAINING MANUAL

Section 1 - Mentoring:

For Mentors, Youth Workers and Leaders. This section provides tools on how to set up and run groups of participants. Also, how to provide guidance and motivate teams to have successful results.

Section 2 – Old story to a new one

The second area provides information on how to interpret an old story to a new one. Mentors can use this section to help their teams to discover old stories and present their findings to meet tourists' needs.

Section 3 – Intergenerational Model & Service Design

In this section participants can find useful material on how to implement their ideas. Marketing information, strategies and other useful tips will be explained. Given strategies are adaptable in different scenarios and transferable to various target groups .

The Intergenerational Model:

- I. Suggests the design of a local guided tour by a team of young and/or future entrepreneurs and their mentors.
- II. The guided tour for young visitors will include fun and adventurous learning activities based on the local cultural heritage.
- III. Participants with the guidance of their mentors are asked to use local stories through a new interpretation to design a service.
- IV. Participants will have the opportunity to run their business as a new career option.

How to use the Manual through the Program?

In this training manual you will find:

1. General information about tourism business related topics, based on literature review, research studies and statistics.
2. Examples based on research and the outcomes of the program as studied by partner organizations during the project
3. Practical guidelines step by step to help young entrepreneurs to build up their enterprises

Mentoring

So... What is mentoring?

As defined by the Oxford Dictionary “Mentoring” is: the practice of helping and advising a less experienced person over a period of time, especially as part of a formal program in a company, university, etc. (Oxfordlearnerdictionaries.com)

Mentoring is used in various sectors, such as personal development, career success, education, business etc, for achieving high performance. For this reason, the application of the mentoring model in MTYT program, became a core element, as we believe that is a powerful tool to maintain sustainable and socially supportive communities.

Different types of Mentoring:

Mentoring comes in different forms, the classic idea of mentoring is one - to – one, where the mentor has the knowledge to help the mentee to achieve his/her career goals. MTYT encourages the use of different types of mentoring which are explained in the next pages. (medium.com)

Please note that, all the suggested techniques have been tested in real case scenarios. During the Erasmus+“PLAN” project, the research team explored and assessed the mentoring techniques which are available in this manual.

Useful tips for Mentors:

1. Set realistic expectations based on the skills and abilities of your mentees
2. Ask them what their expectations are from you as a mentor
3. Set realistic goals and agree with them about their commitment to the program
4. Schedule your next meetings in advance
5. Listen to them carefully
6. Let them to go through a decision-making process to come up with their own ideas
7. Be accountable to each other
8. Provide opportunities to your mentees
9. Keep a healthy communication between the two sides
10. Establish limits to protect both parties’ personal spaces

(Monster.ca)



Applying the Mentoring Model

1. To generate ideas:

Group based mentoring between mentors & youngsters:

Group mentoring can be applied to a specific target group. With this technique, leaders can save time by exchanging opinions and inspire mentees to generate creative ideas. This model is recommended to be used in stages where young entrepreneurs will have to work as a group, to develop critical thinking and creativity.

Problem solving approach:

During the research phase, young entrepreneurs will be asked to think of possible challenges and suggest their problem solving ideas.

Our Croatian partner Murtilla, studied and developed an intergenerational mentoring model through meetings, between mentors and youngsters. During the sessions youngsters were encouraged to think, develop and share their innovative ideas on tourism.

*Topic 1:
Self-employment and possibilities of youngsters staying in their home towns*

*Topic 2:
How to develop activities for ones already working on their family farms.*

CCIF (Cyprus) Example: Similar approach was applied by the Cypriot team. Program leaders encouraged participants to express their ideas on possible services. All participants were inspired by each other's ideas and became even more creative on suggesting new innovative approaches.



Tips for group working

- (A) Motivation techniques will help participants to stay focused on their goals.
- (B) Participants will be more productive in a friendly environment with enthusiastic leaders.
- (C) Encourage members to express their creativity but also to set realistic goals.

2. To Provide Guidance & Inspiration:

Creative methods can be used by YE to get inspired and find their direction on how to proceed with their ideas. Visits, storytelling and other methods can be applied to collect information and discover stories.

Murtilla (Croatia) suggested learning activities such as storytelling, visits and photography can help YE to develop creative and entrepreneurship competences in European Cultural Heritage

Use peer mentoring:

When people work together, share ideas, inspire and motivate each other, they use peer mentoring. Peers create powerful bonds between them and become mentors of each other. This method can save time for the leaders to work on organizing other more important aspects of the project. (medium.com)

Peer mentoring was applied in different levels of the program, between participants and leaders during the program. We highly recommend the use of team building activities to create strong peer groups and let them guide each other.

Use e-Mentoring:

e-mentoring between leaders and young entrepreneurs can save time and make possible distance meetings. It can also provide variety of tools, such as exchange of documents, video recording, and group meetings. (td.org)

We recommend e-mentoring when physical presence is not possible, but also as a smart way for staying active during hard periods of social distancing such as pandemics or bad weather conditions.

Market Expert Mentor:

An alternative mentoring style, is to get guidance from a market expert. This style of mentorship can be effective to get professional guidance in a specific area of exploration. During the program can be used for gaining knowledge in different fields of the service. For example, participants can take part to a workshop to experience themselves part of the service.

* Please note that: Some professional mentors may need to get paid as part of their consulting services. Team leaders must estimate those costs in their project budgets.

CCIF Cyprus members, participated in a pottery Workshop to experience their scenario. As participants expressed, it was very important to take part in the workshop to understand the feeling of the activity and the user's experience. After the workshop, participants were talking with enthusiasm about the activity and they were happy to promote it.

Team inspiration tip:



Encourage your team to get to know their service very well. Push them to experience, research and learn as much possible about it. Let them get inspired in order to speak with enthusiasm about it.

3. Training based mentoring to Provide Education in the form of Training Module

This method combines mentoring with training programs. With this method, participants develop essential skills and tools to face the challenges of the program. (Blog.matrixlms.com)

***PLEASE VISIT OUR WEBPAGE FOR THE ONLINE TRAINING OF THE PROGRAM**

The effectiveness of the approach:

Murtilla from Croatia discovered that the model of intergenerational collaboration and mentoring is very acceptable from the youth.

Possible challenges:

- Time problem

*some participants work in their family businesses (besides their regular **school or university** obligations).*

**Go online - flexible on their own time trainings can solve this problem*

- Some are ashamed to participate

**This problem can be managed by one to one meetings to explain the project , hear their expectations and talk to parents*

4. One to One Mentoring to Evaluate Progress and Provide Support to Individuals

One to one mentoring is important during the program, individuals may face some personal problems or other difficulties. It is recommended for program leaders to keep their eyes opened to spot individuals who may need some extra support. Each single participant has an important role to the successful implementation of the project.

Use Combination of methods:

Combination of methods works better as it provides guidance from different direction and gives the feeling to participants that they have plenty of support during this new project.

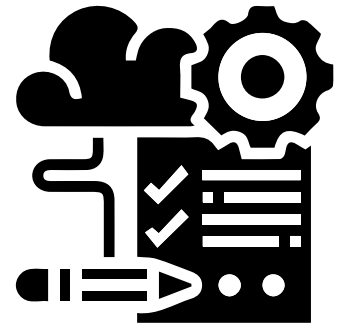
Preparation 1: Getting Started

Before the program starts, make sure that all the tools and resources are available to run the project smoothly. It is also important to have all the permissions from your local authorities.

Things to consider for getting ready:

- **Get well informed about the program**

It is recommended that YW and Team Leaders who run the program, read the training manual first and go through the online platform. Also to have a look into the online training module which is available. All the information can be found in the program's website: www.mytownyourtown.eu



- **Prepare the Training Space**
- **Collect Equipment and Materials**
- **Create Inspiring Decoration**
- **Provide Books and Resources**

Activity 2:

Gather your team in an Introductory session to explain what the project is about.

During the introductory session make sure that you will:

1. Explain to the participants what the project is about.
2. Make clear the importance of the program by pointing out the benefits for participants and the society.
3. Motivate the team to be passionate about the program, you can use ice breakers and teambuilding activities to connect the team.

How to motivate your team:

- A. Encourage members to visualize their success. Ask them to create a visualization board where they will put inspirational pictures of their goals for the program. The board can be used to monitor their development during the program.
- B. Tell them stories of success in relation to their vision
- C. Keep applying teambuilding games

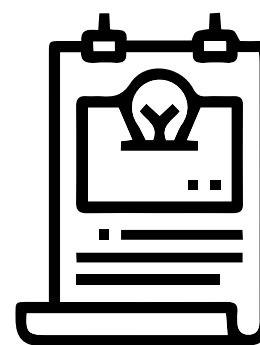
Activity 3:

Explain the role of mentors and mentees for the purpose of the program

Set up a discussion about the expectations of mentees from the mentors and vice versa. Then, both parties have to agree for mutual respect. Make sure that you set personal limits and explain the importance of following the schedule.

Participants and leaders now can together design a “poster agreement” of the responsibilities of each group (mentors and youth). This will be a reminder for both sides during the program, to stick on their responsibilities.

Make sure that you use platforms of communication to exchange information easily and fast.



Activity 4:

Ice breakers, Team Building & Goal Setting

Ice breakers and team building activities are vital to connect the team. Various ice breakers and teambuilding tools can be found on Erasmus+ and Salto pages.

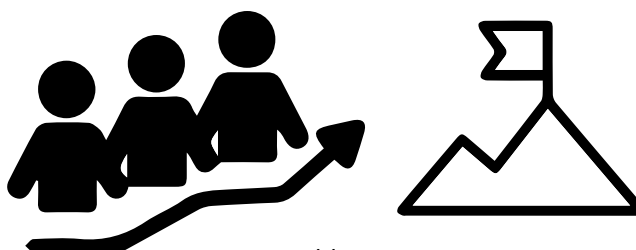
www.salto-youth.net/tools/toolbox/

Tools are available also on program’s webpage.

YW and Leaders can help participants to set their goals and create a strategy on how to approach the program.

Tip: Encourage the participants to express their expectations – thus at the end of the program those expectations will be more likely to be met from both sides.

Finally, ask participants to write down their fears of failure and their backup plans to overcome those scenarios. This, will help them to visualize that they overcome any possible obstacles and reduce the fear of unknown. Save the plan in a place where it will be accessible if needed.



Reinterpretation of an old story to a new one

Why to use old stories for the purpose of the program?

It is significant to use old stories for the program, as they carry years of national value and strong emotions. Are interesting and mysterious, but most importantly are part of our identity and international history.

What European Cultural Heritage has to offer to the world?

The year 2018 was the European Year of Cultural Heritage. An enormous campaign was taking place all over the Europe. It's been found that public was enthusiastic and opened to embrace the activities. As stated in the campaign's website: "Cultural heritage shapes our identities and everyday lives. It surrounds us in European towns and cities, natural landscapes and archaeological sites. It is not only found in literature, art and objects, but also in the crafts. We learn from our ancestors, the stories we tell to our children, the food we enjoy in company and the films we watch and recognize ourselves in". (Europa.eu)

The development of non-formal education through Cultural Heritage can be beneficial for the hosting cities and the visitors. At the same time, it can become a community development opportunity for towns and districts.

Discover and keep the old stories safe:

A lot of local stories are unknown; those stories can be discovered, documented in different forms and stay alive during the years. Discovering and publishing old stories, will have a positive impact on the development of the local and international libraries (Physical and Digital).

Both domestic and overseas visitors can support the development of European Cultural Tourism. Domestic tourists can help communities to grow financially and of course to have a positive impact on the creation of new opportunities for YE.

You can find more information and Inspiration about European Cultural Heritage on the Links below:

Europa: <https://europa.eu/cultural-heritage/>

Council of Europe: <https://www.coe.int/en/web/culture-and-heritage>

Europa Nostra: <https://www.europanostra.org>



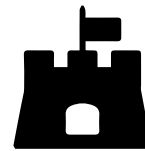
How to use old stories to create a new product/service:

As mentioned before old stories carry value of years and create emotional connection with the audience.

According to the linking system and learning methods from Tony Buzan, when people have a basic knowledge of a subject, they can easily relate to the new information and experience a whole new meaning of it. Thus, old known stories can easily be used as the linking point to attach new information to it. Even if the story is unknown for a visitor, there are other linking points to relate his/her experience with.(tonybuzan.com)

On the other hand, storytelling it is one of the most amazing promotional tools. The fact that the product is a story which is going to be narrated via different channels it makes it even more valuable and attractive. The importance of storytelling is explained by Benjamin B. (2006) who says that people are using storytelling as a way of structuring, defining and securing the existence of humanity in relation to their civilization and their cosmos.

Activity 5:



Organise a Workshop for participants to discover the old local stories. You can encourage the use of various creative ways such as videos, visits to sites and attractions, interviews with locals etc.

The workshop can be divided into 3 parts:

1. **Open discussion**, to share ideas about the stories
2. **Research groups**, to visit places and find information (print & digital)
3. **Presentation**, to present findings and ideas

Adding Value to the story:

Why is it important for people to know the story? What makes it so special?

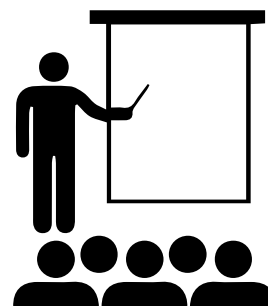
Just by answering those questions, we can add value to our stories. Then we need to promote the story and the value to our target groups.

Value for people in this case, means the emotional connection with the story. As people we tend to relate to things taking place around us, to give meaning and create our realities. By promoting points that people can relate to, we attract their attention and create the curiosity to find out more.

An interesting example of a valuable story, is the Rock of Romios in Paphos, which is considered as the mythical birthplace of Aphrodite. The rock which is located in the sea, attracts thousands of tourists each year. The myth is based on the value of beauty and is promoted through the idea that "the place is so beautiful because the Goddess of Beauty was born there". There is also a ritual which says that if a person swims three times around the rock, he/she will stay forever young, be forever loved and have good luck. (visitcyprus.com)

Activity 6:

Now participants can present their selection of old stories



This activity will help the participants to develop their presentation and communication skills. Remind them to focus on the value and the importance of their stories.

Ask them to create a “promo” presentation of their selected stories. Encourage them to use more creative techniques for their presentations, such as posters, videos, leaflets, power point presentations, promo gifts, artworks etc.

In this phase is essential to have a clear view of the stories before the next stage.

Presentation Tip:

Ask participants to start their presentations (after introducing themselves) with a question to rise the curiosity and attract audience’s attention to listen.

For Example:

“Do you know why the (area X) is so valuable for the International Heritage?”

“Do you know what makes the (place X) top destination for visitors?”

(For Inspiration explore headlines of newspapers – or online articles with attractive titles)

Activity 7:



A training module will help the participants to transform their stories to new ones. You can also invite mentors such as artists or other professionals to explain the process from inspiration to the final piece. Mentors can come from different fields: fine artists, directors, actors, filmmakers, tour guides, marketing consultants, advertisers etc.

How to reinterpret the old story to a new one:

The reinterpretation will be conducted in a form of a communication style. Communication changed over the years and is still changing fast. The old stories can be transformed through branding techniques to an impressive experience for the 21st century tourists.

MTYT suggests to target **European Young Tourists who are looking for alternative holidays in budget**. The new interpretation has to be branded to communicate the needs of European young tourists. Also, if its possible to be told, transferred and experienced through activities which are attractive to this target group.

A practical way to design the reinterpretation, is to link the old stories with the possible interests / trends of youth, such as arts, workshops, performances, fairs and other interactive ways.

Some ideas are:

1. Link an old story with a subject that young people may be interested in. E.g. Human Rights, Achievement, Motivation, Science, Historic Figure, Invention, Fashion etc.
2. Link the old story with a form of Art and provide workshops
3. Create a welcoming space and organise a social interaction event to tell the story
4. Create a theme space (get inspired from theme parks) create the look and atmosphere of your story
5. Set up a show, live performance or a festival.
6. Organise a Seminar
7. Organise a guided tour

Inspiration from Cyprus:

CCIF Cyprus developed a scenario where the old stories had been used as part of the service.

How the team used old stories to design their service:

1. As Paphos is well known to be the birthplace of the mythical Goddess Aphrodite, the team used this information to create a new concept. The new service promotes the idea of well-being self-care and relaxation in combination with the botanical gardens located in town. According to the myth, the Sacred Gardens of Aphrodite were located in the area of Geroskipou. This information was used to promote the current herbal gardens of Geroskipou.
2. In Kato Paphos Archeological Park visitors can see "The House of Dionysos". The ancient palace is believed that it was built to honour the god of enjoyment and wine Dionysos. This information was used to add value to a winery visit activity during the guided tour. From the ancient times, wine local production is part of the Island's history as puts Cyprus in the international map of wine trade. The famous wine called Koumantaria is produced in Cyprus.
3. Since the ancient times locals have developed the art of pottery with amazing samples of work. One of the most famous pieces, is the Biggest Pottery Pot in the World found in Amathounta. Now, is exhibited at the museum of Louvre in France. This information was combined with a Pottery Workshop during the guided tour. Participants had the opportunity to experience the making of pottery pieces by Local Pottery Artists and learn about the ancient art.
4. Finally, the local hospitality and the tasty cuisine was "narrated" through a traditional cooking workshop. Visitors had the chance to participate to a preparation of a variety of traditional dishes. At the same time they could use herbs collected by the botanical garden, use wine from their visit to a winery and serve into traditionally made pots and jugs.

The team from Cyprus used a combination of methods to deliver the old stories:

1. By visiting a botanical garden to collect herbs and learn about the benefits of well-being. Well-being is a trend in our days and even more people are expressing their interest.
2. By visiting a winery for wine testing (also an interesting activity among young people) to learn about Dionysos and the local wine production.
3. By participating to a pottery workshop by a Local Artist. They experienced the creation through an ancient form of art and learn about the development of Pottery Business in the Island.
4. By preparing their own traditional dishes as a part of a fun activity in a traditional restaurant.

How to apply an Intergenerational model to create a transferable strategy

The intergenerational model is aiming to provide life-long strategy which can be used in the future from different generations as a business tool. The suggested strategies provide flexibility to environmental changes in social structures, in economy and also to other unexpected factors such as weather catastrophes or pandemics.

Start with a discussion and exchange of ideas:

First of all, it is very important to explore all the related aspect of tourism business in the local community.

In order to have a wider perspective and identify more opportunities:

- A) find information about the target groups
- B) explore factors related to the European tourism
- C) study the latest trends in tourism sector
- D) think of the environmental changes (weather catastrophes, pademics etc)



How to work together as a team:

Digital Idea in Greece invited young people and mentors to discuss the topic “Model for the development of tourism in our city and the wider region”. Young people and mentors worked together to come up with ideas on how to achieve that. It is recommended that young people should have active participation during the decision making process as the founders of their ideas. Also they can act as reverse mentors, as they have the most recent knowledge on new technologies and they have innovative ideas.

The aim of the idea was to engage young people (with different skills) to develop a model by using the tourism and cultural resources.

The objective was the research for successful proposals through the internet and the adaptation of these proposals into a single framework for the strategic development of business activities in the tourism and cultural heritage sectors in general.

The main benefit was the collaboration of youths for the investigation of methods and the creation of an integrated model.

The model “My Town” was developed by 15 youths (18-30 years old) followed by 2 tutors. The tutors had extensive experience in the creation of educational material with modern tools and the development of digital skills for adults.

Project Strategy:

- > To develop the Model “My Town” the youths participated to in-person workshops for a total of 20 hours.
- > The participants applied their ideas and shared their own experiences for the development of the project.
- > For the workshops, the members of each group were selected randomly, in order to achieve a greater exchange of ideas and opinions.
- > In addition, the youths and the tutors collaborated through on line discussion groups to address the issues arising and synchronize the activities.
- >The trainers guided the teams to validate the reliability and credibility of the sources and to use modern digital and online tools.
- >Youths with different skills and interests worked in groups to develop the Model “My Town”.
- > Every member of the team shared in his/her social environment his/her participation in the program, including the development of the project and the completion of the model.

Learning Tip:

Young people learn better by practicing and applying skills than by simply reading and consuming information. When they collaborate in groups, get feedback from peers and connect with their mentors they are more committed, create a sense of belonging and achieve higher results.

Overcoming Difficulties Tip:

Organisational & time issues can be solved with the use of online tools like Doodle and Google Calendar and mentees can participate to the sessions.

The use of online discussion groups is also very effective, it provides a common platform for collaboration and feedback.

Based on the Greek model, below there is a suggested pathway to exploit tourism opportunities for the development of a business activity.

The model includes the following steps:

1. Identify the available resources for tourism
 2. Examine similar destinations according to tourist profile, promotion, market places...
 3. Recognize the oddity of my town compared to other towns
 4. Define the country's potentials in terms culture, environment, legislation and regulations
 5. Specify the opportunities for tourism from a local perspective and a foreigner perspective
 6. Classify the tourism market to:
 - Attractions (botanic gardens, zoos, science centers, thematic parks, sky towers.)
 - Cultural and historical places (churches, monasteries, archaeological and folklore museums, historical monuments.)
 - Events (music festivals, artist performances, book exhibitions, sport games, business and public activities.)
 - Market places (street market, malls, shopping centers.)
 - Outdoor activities (hiking, climbing, rafting, skiing, camping, diving.)
 - Tourist infrastructure (accommodation, entertainment, restaurants, clubs, tourism offices.)
 7. Analyze qualitatively and quantitatively the tourism market
 8. Investigate new opportunities with emphasis:
 - On creative and dynamic development of the sights that already exist and take into account the relationship between tourists and destinations
 - On developing potentially profitable business activities that will not be based on existing structures
- *The above steps it is a suggested model. Steps can be added or skipped according to each case.

Activity 8:






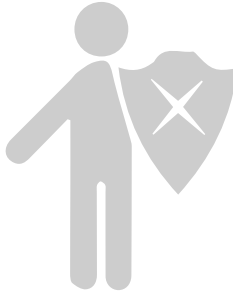
Set up a discussion group where YE will discuss how their discoveries of old stories can become a new reinterpretation in the Business world. During this activity they will be able to develop their critical thinking skills.

They can use SWOT Analysis model to form their services according to their potentials and current situation in the market.

What SWOT Analysis is used for?

SWOT analysis is an assessment tool for business ideas. It helps to identify the Strengths and Opportunities and eliminate the risks from Weaknesses and Threats. This analysis will help participants to create a realistic view of their business vision. It will also help them to identify which areas should be developed more and which opportunities can lead to their business success.

SWOT Analysis

Strengths	Weaknesses
	
Opportunities	Threats
	

SWOT Analysis as presented by Digital Idea - Greece

SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. By definition, Strengths (S) and Weaknesses (W) are considered to be internal factors over which you have some measure of control. Also, by definition, Opportunities (O) and Threats (T) are considered to be external factors over which you have essentially no control.

SWOT Analysis is the most renowned tool for audit and analysis of the overall strategic position of the business and its environment. Its key purpose is to identify the strategies that will create a firm specific business model that will best align an organization's resources and capabilities to the requirements of the environment in which the firm operates.

In other words, it is the foundation for evaluating the internal potential, limitations and the probable / likely opportunities and threats from the external environment. It views all positive and negative factors inside and outside the firm that affect the success. A consistent study of the environment in which the firm operates helps in predicting the changing trends and also helps in including them in the decision-making process of the organization.

Tips for further collaboration

Participants from Greece have realized that they have acquired new collaboration skills and have found that when they are actively involved in the development and implementation of a project they can gain a deeper knowledge of it.

Upon completion of the model, the desire to maintain communication among team members and the expectation of launching a new corresponding program was identified.

We made the promise that the development of the "My Town" model was just the beginning of a series of programs on culture and entrepreneurship.

We aim to expand our workgroups with members from other age groups and abilities.

Inspire YE to use Learning Activities for their Service Design

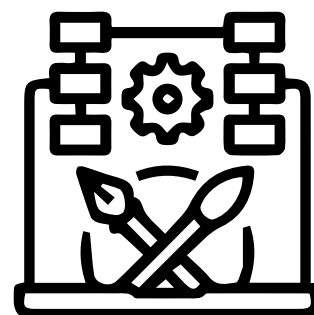
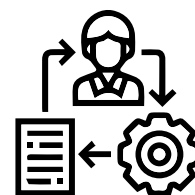
Presented by the Greek Partner Digital Idea

The users explore new learning activities by analyzing, evaluating and creating content. They leverage pre-existing content from articles, podcasts, infographics and e-learning suites and create personalized content like videos and slides to present their ideas. The methods we used during the workshops to activate and involve the youths were brainstorming activities, roleplaying games and group discussions.

Overview of basic practical Guidelines to develop Online Activities

The methodology and the practical guidelines we suggest are:

- Design the activities.
- Create the agenda of the workshops breaking it up into small sections.
- Specify the time needed for each section.
- Define the deadline of the completion of each section.
- Publish online the agenda including the timeline.
- Publish on line the guidelines and other supporting material.
- Create member accounts for online access.
- Create the main discussion groups.
- Share the aim and objectives.
- Explain the rules for collaboration and coaching.
- Enroll the participants.
- Incorporate group projects.
- Collect feedback and monitor engagement.
- Finalize the project.



Activity 9:

Market Research & Service Design

Set up a training where Youth Leaders will explain to YE what service design is? Then ask the participants to make some research on guided tours, find successful examples and identify the needs of young tourists travelling on budget.

What aspects would make guided tours adventurous and attractive to young visitors?

Participants must now be able to think of the customer experience perspective, in relation to their services.

By the end of the activity they should be able to present their findings and suggest their service outline by providing:

1. Research & Inspiration Board
2. Basic Idea of their service offering through the customer experience.

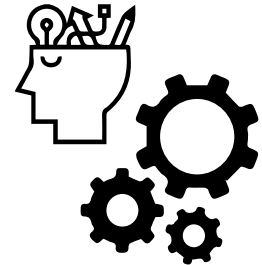
What is Service Design?

The term of Service Design was used in 1982 by Lynn Shostack for the knowledge of how “behind-the-scenes” processes interact with each other in companies. He stated that by “leaving services to individual talent and managing the pieces rather than the whole make a company more vulnerable and creates a service that reacts slowly to market needs and opportunities.” Overall, service design for more efficiency and growth is a responsibility of the companies as a whole.

During the service design is important to to think of:

1. The Components of Service Design:

- People (Employees, Customers, Partners etc)
- Props (Physical or Digital Items that are needed to perform the service)
- Processes (Workflow, Procedures, Rituals)



2. The Customer experience

Service Blueprint is the mapping of the design which shows all the details based on the three above elements of people, props and processes. The blue print helps us to identify any gaps during the service design or possible threats.

The service is divided in 2 areas:

A) **Front Stage** (viewed / experienced by customers)

Channels, Products, Touch points, Interfaces

B) **Backstage Processes** (behind the scenes)

Policies, Technology, Infrastructures and Systems

Employees Matter:

Designing the experience of employees is a core element during the process. It is important to consider the communication behind the scenes to develop a quality user experience in front stage. Healthy relationships and excellent communication can give a high quality product at the front stage.

The Benefits of Service Design:

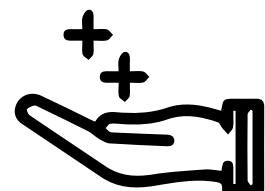
By mapping out services, organisations can identify key points and possible gaps of the operations. It helps to navigate through the processes and place actions in specific point. Directors can identify problematic areas to solve issues and eliminate risks of possible threats.

Also it's helpful to create personas which are expressing the most possible characteristics of our target groups. This will help us to understand the needs of our customers and provide them with the best possible experience.

(www.nngroup.com)

Marc Stickdorn and Jakob Schneider's 5 basic principles that underlie service design:

- User-centered, through understanding the user by doing qualitative research
- Co-creative, by involving all relevant stakeholders in the design process
- Sequencing, by partitioning a complex service into separate processes
- Evidencing, by visualizing service experiences and making them tangible
- Holistic, by considering touchpoints in a network of interactions and users



A nice caption from Brenda Laurel, a designer at MIT is:

“A design isn’t finished until somebody is using it.”

Selected Principles of Service Design

- Consider the purpose of the service, the demand for the service and the ability of the service provider to offer that service.
- Focus on the customer needs rather than the internal needs of the business.
- Design to deliver an integrated and efficient system.
- Services should be designed based on creating value for users and customers.

Principles for Service Design:

Activities during processes must have purpose and add value for the customer. The work must be structured around the processes. Employees must reduce any delays and use their creativity and innovation for more effectiveness and efficiency. Simplicity is also very important as processes must be simple. Actions must meet the customer needs and be clear. Any necessary training should be provided.

Tips for utilizing people’s full potential during the service:

Workers can be divided into groups or as individuals to match the required processes. Encourage employees to make decisions based on the cases they face during the processes. It is important to consider the location where the work will take place for more efficient results.

Information flow to achieve high performance:

Workers must to know exactly their responsibilities, their role, what they have to do and how to act in different cases. Data must be accessible and controlled between the organization and its customers. Information has to be transferred and collected easily and safe to be used efficiently from the organization. Latest technology for data collection and analysis should be used. Internal communications must work properly to eliminate any internal errors and misunderstandings.

Use of Technology:

Technology should be used to serve the processes but it shouldn’t be the driver of the service. Technology must provide flexibility and to be easily modified to adapt on customers’ changing demands.

(www.interaction-design.org)

Positioning strategy of the service design:

In this stage the participants have to create a vision as professional service providers and apply all the previous information to create the real situation enterprise scenario.

Ries & J Trout (13:1990) on how to come up with a “New Idea” express that: the basic strategy of positioning, is not the creation of something new, but to use the existing information and combine with the new one to create a unique product / service. People like things they are familiar with, as completely new things are out of their comfort zone. Our “new idea” is better to combine the existing knowledge of the public, plus something more... something different and unique.

Plan on how to achieve customer Satisfaction

Get to know the target groups – Demographic Research & Segmentation:



Before starting to design, is very important to have clear goals.

Write down the target groups, what are they interested in? What are they looking for from holiday providers, what their potentials are? How many hours they may be able to spend on each activity? Match their needs with your ideas. During service design is important to consider visitors' satisfaction.

The main target groups in this project are young people who have the energy to explore new places. They are also willing to learn from new experiences and meet new people. Don't forget to make your service accessible young visitors with disabilities.

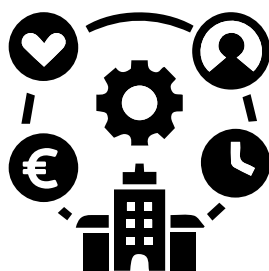
Explore Available resources

As the main stories were already clear from the previous section, now, participants can explore the ways on how those stories can come to life.

Steps:

1. Thought Showers - to generate ideas about **available resources** and possible offering:

- Great Weather: Sunny Weather from Late Spring to Autumn Months
- Nature and Natural Beauty: Mountains, Sea, Forest, Plantations
- History & Mythology: Archeological Parks, Mosaics, Churches, Museums
- Local Production: Grapes, Herbs, Local Fruits
- Arts: Music, Painting, Traditional Arts, Pottery, Mosaics
- Cuisine: Traditional Local Dishes
- Hospitality: Hostels, Hotels, Restaurants, Cafes, Taverns
- Health & Wellness: Natural Healing, Natural Spas, Body and Spirit



*Tourism Industry in Paphos
Presented by CCIF Cyprus*

Tourism is one of the biggest resources of the island's economy and the latest years show a significant growth besides the financial crisis. (www.cyprusprofile.com)

Statistics show that part of the economy in Paphos is based on the tourism services and the hospitality, which attracts about 33% of the Island's tourists each year. Luxury Hotels are located in the tourist area next by the sea and welcomes about a million of tourists each season. At the same time, alternative options are available for visitors in budget. Except of the physical resources, most of the locals are already employed in the sector with years of experience and excellent skills in the hospitality. (pcci.org.cy)

During the program CCIF Cyprus, came up with the idea which combines:

1. *Alternative Education holidays for Young People*
2. *History Education*
3. *Nature & Local Products*
4. *Meeting Local Artist*
5. *Wellbeing & Personal Development*
6. *Traditional Cuisine*
7. *Low Budget*

By applying the local resources for each of the above points, the outcome was a service offering in the form of a guided tour with interactive activities such as:

1. *Visit a Herbal Garden (Tea made of local herbs)*
2. *Visit the Archeological Museum (History of Aphrodite in relation to wellbeing and Dionysus)*
3. *Participate in a Pottery Workshop (To create pots)*
4. *Visit a Traditional Cypriot Cooking workshop & Launch in a Local Tavern*
5. *Visit a Winery (For wine tasting)*

Market gaps as an opportunity to develop new ideas

To create a successful business in tourism, YE should identify market gaps in the sector and fill those gaps with new ideas. By conducting a research in local community, helps to point out gaps where the current market is not offering any solutions. Do participants have any ideas on how to design a service to fill those gaps? If they have so, then they have a lot of chances to create a very successful business.

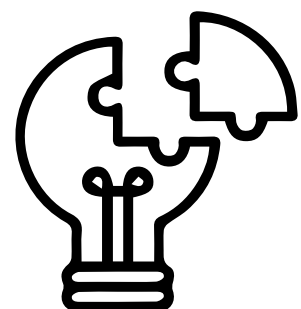
Information can be found through national statistic reviews and via organizations who work with social issues and community development. Those gaps can be related to low budget services and products, education, unemployment, wellbeing, environment, social development and many other issues.

YE can list down those issues and think of ideas of possible solutions. During the design process a selection of those issues can be addressed. On the other hand the expertise and knowledge of the locals can be used for developing a high quality and standing out service.

In the case of Paphos, there weren't any organized tours which combined the workshop experience in relation to wellbeing on a budget. The expertise of locals in hospitality, in traditional cuisine and art became the key to add some advance elements to the service which can be approachable by young visitors.

Problem solving strategies:

Time, budget, transportation, place and other issues may affect the service. Participants can think on how to solve those challenges by shaping their offering. They can list solutions for the possible threats to eliminate the risk of failure.



Considering Economic & Environmental Factors
The Cyprus Example as presented by CCIF Cyprus:

As the financial crisis of 2013 was catastrophic for the Cyprus Economy, various companies offered budget options for the tourists e.g. All Inclusive options in hotels and much cheaper flights. It was also sad to see many shops closing down as they could not survive the crisis. www.visitcyprus.com (Cyprus Ministry of Tourism)

On the other side, International crisis created a need for more economic options and cheap holidays, thus we have the appearance of many airlines with very cheap tickets and holiday packages.

The two above points created a competitive environment in the tourism sector. Many tourists now, are looking for the cheapest holiday experience.

Can Alternative Holiday experiences be a solution?

Alternative holidays are defined as the not classic visit in another country, but a more creative and interactive way of holiday experience. The latest years it became the new trend in tourism and grows fast. Usually it combines agro tourism, cultural events, enjoyment with education, seminars, workshops and other personal development activities. At the same time offers relaxation and wellbeing services for body and mind. (enallaktikiagenda.gr) YE can use the term of Alternative holidays to classify their service.

Scenario Building

How to get inspired?

The secret is to keep the balance between something new and something familiar for the public. Ideally the idea would be embraced by the target groups to become successful and grow.

YE need to consider what potential visitors would love to experience. They have to start thinking from the user's experience perspective. Now, is the time for the design team to combine the selected stories with a strategy to make clear their final service idea.

Check list of points to include:

- Stories
- Activities
- Places
- Staff
- Time management
- Resources
- Operations (front stage / back stage)

YE can now try to put the above points in order, always think of users' experience. Imagine the process from the visitor's point of view. If participants feel that there are still some gaps in the visitors' experience they should try to find ways to fill those gaps. This process is getting developed through time. It's important now to create the most possible satisfactory service by the design team.

Scenario Building by CCIF Cyprus

As Paphos is the mythical birthplace of Goddess Aphrodite, it would be wise to use this information in to make the service more attractive to the public. Storytelling and mystery attracts the interest of people and creates the desire to discover na learn more about the subject. Also mythology was used as a differentiation technique to create competitive advantage. In similar way young entrepreneurs can use historical or mythical information related to their service to build their scenario.

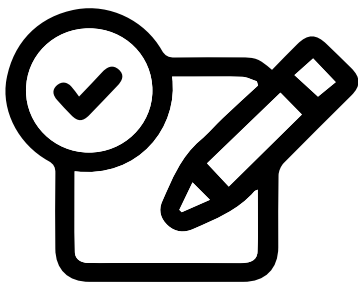
In a first place the team came up with an inspiration of create educational tours which would combine visits in archeological sides, art workshops, food and visits to local wineries and local factories.

The next stage requires more specific characteristics of the service and details in relation to the processes. Also, more technical details had to be taken in mind in order to create a realistic situation scenario.

Activity 10:

Participants can now assess their reinterpretations based on customers' needs. Then they can choose the best reinterpretations which can be developed through the program.

How can they use the local resources and locals' expertise? Participants can present a detailed outline of a draft idea as an one day trip experience. From the beginning to the end.



Service Design

Brading Unique Guided Tours in Paphos:

Mythology | Well being | Botanic Gardens & Traditional Pottery Art
Seasonal Choices & Options of Trip Locations



Possible threats Vs backup plans

In this stage, the interpretation needs to be clear and participants should start thinking in a more business way. Youth Workers and Leaders can encourage participants to visualize how to make their stories interesting to the public.

Participants can be divided in groups to assess their ideas. They can also add some adding value points which will make their ideas more attractive in the marketplace.

Next, mini presentations and discussion in teams will help the YE to evaluate their ideas and decide how to proceed.

Adding Value Techniques

How can YE make their idea more interesting?

They can use storytelling, mystery, role play, creativity, visual aids, enjoyment, discovery and more experience based activities, customization, surprises and personal creations to make the service more interesting, unique and memorable. YE should aim to impress their potential clients, make them talk about their experience. Word of mouth is the best promotional tool!

What are the Benefits of the Service in the Local Community?

What makes the service unique?

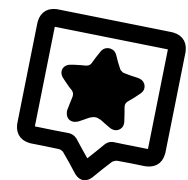
Recommendation

An adding value technique is to **GO GREEN:**

Whan about a Green Business?

The model is based on modern practices in customer service. The use of latest technologies can promote ecological practices and environmentally friendly habits. Participants can think of how their idea can be aligned with current eco standards and become a green business. How can they protect the environment through their service? New entrepreneurs can save energy and money by the reuse of materials and the use of technology for saving paper. Recycling and other ways of energy saving can be also used.

Guided tours can include ecological education and motivate visitors to follow green habits. Public appreciates green businesses and various award standards can be gained. Social responsibility builds trust with clients. So young entrepreneurs should not underestimate this kind of practices as it promotes the values of the companies.



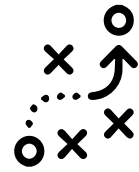
At the scenario developed by CCIF Cyprus, the team used new technologies for online booking and program arrangements to avoid paper work. Communication was online. Also tours in nature offer environmental education to the visitors and help them to realize the importance of nature for human's wellbeing. Collection of materials and recycling during the tours encourages recycling practices.



Offering to the community

What can be offered to the local community through the new service? How can young entrepreneurs help the tourism industry, create new job opportunities and offer quality services on budget? The answers can become the values of the new business.

YE can find out more by studying “Social Enterprises”.



Marketing & Social Responsibility Campaigns

How can participants support with activities the local community? Based on Kotler, these activities can include environmental campaigns, charities, volunteerism, offering services and other actions. Social responsibility campaigns help brands to create bridges of trust with their customers. With this way, companies promotes their values and create emotional connection with the public.



Getting inspired by top companies

Who are the top in the market? What are the quality standards of the best companies in the sector? It is wise to look at the strategies of the best companies in the same field and apply some of the their tactics. Mentees can explore the market environment to discover opportunities which may be ideal for their cases. They can get inspired by similar service providers in the sector but they have to stay authentic and create something new, to differentiate.

(117:2015, E.Schumidt & J. Rosenberg)

Activity 11:

How can participants use more characteristics in their services as a **differentiation strategy**?

Now participants must be able to see clearly the opportunities and improve their ideas to make them unique and competitive. What is their Vision of Success?

Some adding value ideas were given above, YW and Leaders should use that information to guide young participants.

It is important for young participants to experiment with their scenarios to get the best out of it.

Reality check - What is the risk of failure?

As said before SWOT analysis helps to Identify threats and opportunities. Participants can focus on their business potential strengths as their competitive advantage and eliminate the risks by creating backup plans. At this point the team will be asked to look beyond the necessary operations and **create a vision of sustainability and future success**.



Keep eyes open



Mentees must be updated and always watch for the latest trends in Holiday industry. World economy, weather conditions, catastrophes, airlines prices and other environmental factors must be watched in order to be prepared for any changes in the season. By looking on the environmental changes young entrepreneurs can predict and act fast to eliminate any risk or take advantage of possible opportunities.

By visualizing the growth and where the business is willing to go, is the first step to future success and growth. Young entrepreneurs can position a clear target in their minds, so they can create a strategy to get there.

Gap analysis is the model which is used in business strategic management to identify where is the business right now and where is willing to be in the future. Then, the vision is set and the goals of the organization are clear. In the middle, there is gap, where the managers must create a bridge to connect the current situation with the future goals. It is the place where a strategy will take place. Steps to success must be clear to take the business in higher levels. (www.projectmanagement.com)



Gap Analysis Model

<p style="text-align: center;">NOW CURRENT SITUATION</p>	<p style="text-align: center;">GAP ACTIONS REQUIRED</p>	<p style="text-align: center;">FUTURE VISION</p>
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Consumer behavior theories

Focusing on the user is the key strategy to provide excellent customer service to your clients and achieve high success in your business (247:2015, E.Schumudt & J. Rosenberg)

Consumer behaviour and segmentation theories help business experts to get to know what their customers may expect, in order to exceed their expectations and achieve customer satisfaction.

Segmentation - What are the main customer groups?

What is their age, education, values, religion, culture, ethics, financial situation and budgets?
Where are they coming from?

A good demographic research will help mentees to identify how to use this information for their businesses.

It is important to ask the right people to get correct information.

Understanding the needs of the target groups will help the YE to create a satisfactory offering for their future customers.

European Tourism

European and International tourism trends change day by day. New ideas appear in more alternative forms and many museums now offer tours and educational workshops. Another example is youth exchanges between European countries, like Erasmus+ projects. These trends set new standards for the public as they get use to new ways of exploring the world. Some research in similar service providers will help YE to get inspired and add more ideas to their services.

Multicultural Societies

Participants in the program have to study tourists' cultures and values to provide the best service for the multicultural society. Getting to know the habits and the rituals of each cultural group, will help the young entrepreneurs to create a service with high customer satisfaction. Future visitors will feel welcome in a friendly environment with respect to their culture. Examples are eating habits, religion, gestures, language and other elements of each culture.

Each Individual is Valuable

Inspired by the Erasmus exchanges, teambuilding and networking practices can be used to break the ice and create strong bonds between participants. These kind of activities will make their tour emotionally strong and memorable. Also cultural aspects as mentioned above, should be carefully handled for creating a high standard customer service for each individual.

Activity 12:

Now is the time, to set up a Blueprinting Workshop. Leaders and YW can explain to YE the operational aspects of an organisation so they will be able to create the Blue print of their Idea. This activity will help them to understand how the operations work in the business world. Another option could be, to invite a market professional to speak about the operations and processes.

By the end of the workshops the groups should be able to create the blue prints of their services.

Take time to Design the Service Properly

Mentees should take their time to design their services carefully. If there are not confident in or they are missing any details, they can search for more information or ask their mentors. They should take the time to design their blue print, make sure they include all the backstage operations and consider how they will work. They should think of any possible problems that may occur, so they can create backup plans. This strategy will help them to feel more confidence to move on with their ideas.

Operational aspects and staff

During the service design is essential to consider all the processes and the operational aspects: tools, systems, IT, offices, staff, security, health and safety procedures and other assets.

Which are the main operations taking place during the service?

What equipment are you going to need?

Do you need any IT systems and software?

How many staff members will be occupied?

What are the background operational processes?

All the details need to be addressed so the cost would be calculated more accurate. By thinking in detail all the operational actions it will help the entrepreneurs to identify all the tools and systems needed and to point out possible limitations and obstacles that may appear.

In Paphos Scenario the first part of the process service requires online booking. In this case a booking system is required, also a device like a pc. A responsible person will be needed too, who will be in charge of watching the bookings and send back confirmation letters.

Health and Safety procedures must be known by all members who are involved.

Blueprinting is important, don't skip it:

By taking the time to develop the blue print of the service it will help the participants to discover all the physical evidence and assets they may need. Buildings, transportation, personel, tools, training needed and motivational strategies to keep their productivity in high levels. Care and maintenance of assets it is also a point to be considered.

Permissions or any official approvals should be arranged. Leaders and YW should make sure that young entrepreneurs are following the local guidelines and laws which apply to their services.

Blueprinting

The Blueprint of the service will include all the above points. It is the main plan which includes all the front stage and backstage operations and actions. It helps entrepreneurs to visualize all the procedures and predict possible obstacles. It helps also to point out important points which need more attention.

In the following pages you will find an example of a blueprint based on the CCIF Cyprus Service Design.

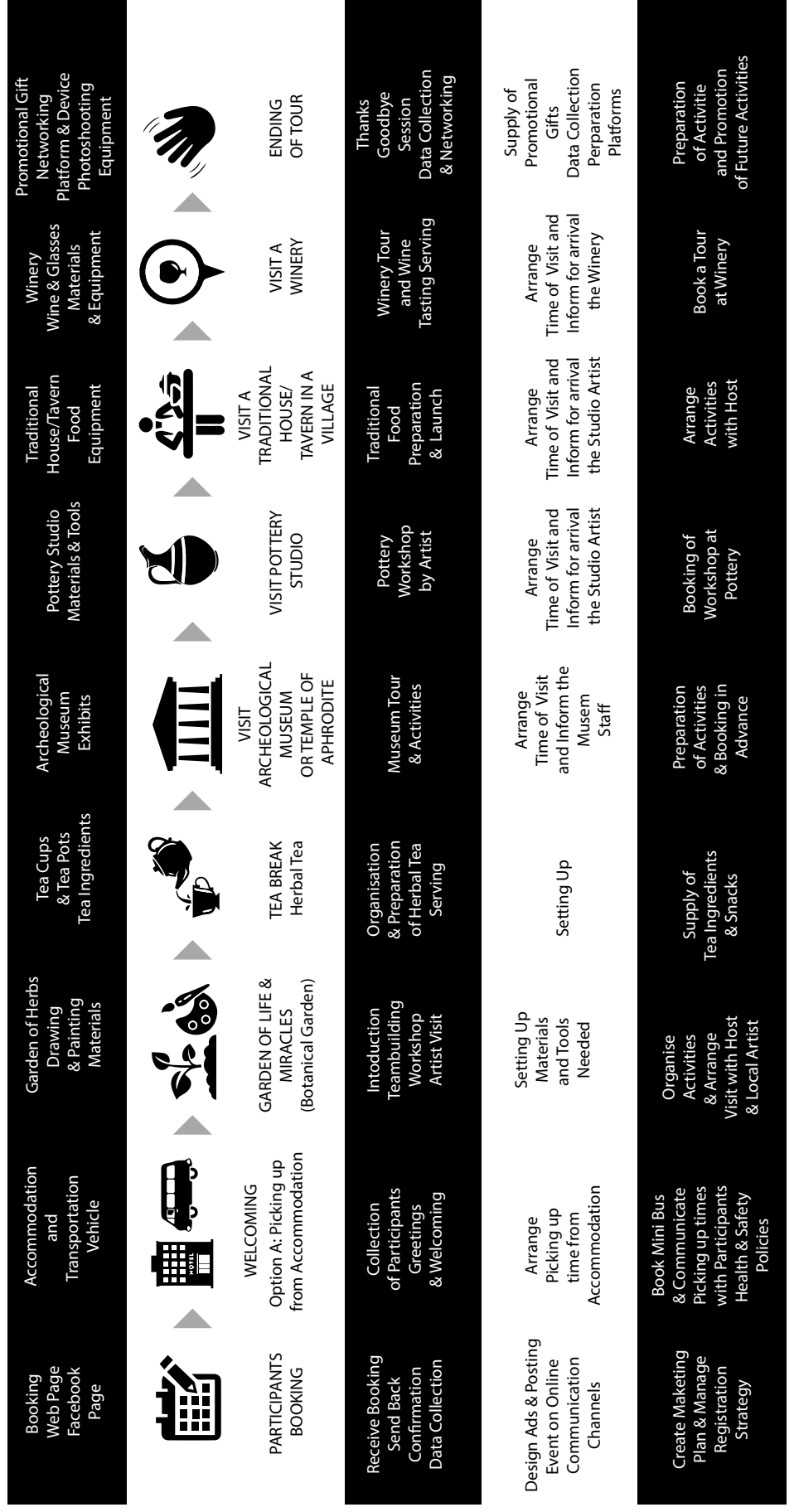
Remember:

Which are the backstage operations of your service offering?

Are there any possible obstacles or difficulties?

How can you eliminate any possible risk?

Service Blueprint



Explaining the Blue Print

Physical Evidence:

All the physical items needed for completing the service. Online Interfaces such as the booking platform, accommodation, transportation, physical places, Items, exhibits at the museums, materials and tools at the pottery studio, the tavern, items at the winery and any promotional gifts and devices.

Customer actions:

The processes as experienced from the participants' perspective from the time of the arrival to the end, such as: booking process, picking up, workshops, tea break, visit at the archeological museum, the workshop experience at the pottery, the traditional cooking activity and the goodbye party.

Front Stage Processes:

The processes consisted of the actions made by the employees directly to the visitors, is the interaction between the participants and the operators such as: receiving the booking and replying back, the greeting and welcoming, activities, serving of snacks and tea, tours, instructions, running of workshops, data collection and networking.

Back Stage Processes:

The actions which are not visible to the participants, but they have to be arranged by operators in order smoothly the service. Are all the arrangements made, the setting, preparations and communication with partners and participants.

Support Processes:

The processes behind the backstage phase, to create a basic structure to build up the processes, such as: marketing and promotional campaigns, agreements, health and safety policies, long term planning and bookings, setting up workshops and activities. Also loyalty programs for future promotion, data collection systems and communication strategies for future services. (www.miro.com)

Legal Issues & Quality Standards:

All the laws, quality standards and health and safety guidelines. It is important to have all the licences needed, all the contracts and confirmation paperworks. It is an obligation of the entrepreneurs to know all the laws and legal issues related to their business, especially about health and safety.

Activity 13:

Choosing a name & creating the visual image of the service

Well designed branding will create a positive impression of the service to the customers. Branding will communicate the existence of the service. (Ries & J Trout 25:1990)

How to Come up with a great name idea to represent the service

The name will appear on promotional material. It will become the domain of the website and used on social media. It has to be memorable, to sound nice and be short, so people can refer to it, easily. It also has to represent the offering and recall positive emotions, to reflect the excitement of the service. Market research for inspiration is a must and shower of thoughts will also help. Remember that, a universal name can target travelers in international level.

Ries & J Trout (63:1990) Provide some tips on how to choose names for our businesses:

1. Keep it short
2. Not be clearly the description of the service, to give freedom
3. Relate to the service and reflect to it in a smart way
4. Trigger emotions
5. When there is competition in the market, use names to relate directly to the service

Logo Design & Branding

Logo is essential for a professional appearance in the market. It creates the first impression to the audience and leads to the success of the company, as it plays essential role in decision making process. Corporate colours must be clear and represent the service's concept. Those colours will be used in various promotional materials.

A slogan can also represent the values of the brand and lead to the emotional connection with the public. At the same time it becomes a reflection the company's vision and culture.

Entrepreneurs must think of stationery, letterheads, business cards posters and flyers to look professional. In a first place they can use free applications such as "Canvas app" or "Microsoft Power Point" for logo creation. If budget is available, a professional designer can be hired to build a comprehensive image of the business. Image matters as it will reflect the quality of the service to the clients.

In order to help the designer to create the visual identity of the service, young entrepreneurs should be prepared to answer questions such as:

What messages the logo should communicate?

What feelings and qualities will reflect?

What colours, shapes, style, symbols and fonts would represent the image the business?

Logo Design & Slogan Example



The above logo represents the “Paphos Tours” brand as proposed by CCIF Cyprus. The Path from the one circle to the other, symbolizes the tour which leads to the pot, as it is related to the ancient history of the town and the pottery workshops. Fonts style is linked to the history and the modern age. Colours are fresh, eye catching and represent education.

Slogan: “Discover Paphos” - Creates the desire to find out more about the historic town.

The image of the Staff Team: Personal Branding

The team also represents the branding of the company, uniforms, behaviour and even presence in social media can affect the image of the service. Staff members and directors must have a descent and trustfull image, that communicates success.



Activity 14:

Networking

People is a key to the success of your business. Staff and partners have to be well trained on their subject and area of operation. Following the google example of hiring the best and talented software engineers and let them unlock their creativity (8: 2015, E Schmidt & J Rosenberg) Partners must be organised, trustful and serve your business in the best way, you rely on them. YE can develop “win - win” partnerships with agents, tourist companies, hotels, transportation, artists and other key people.

Young entrepreneurs should arrange meetings with key people who are involved in the service, such as, suppliers, local artists, drivers etc. Speak to them about the service and make sure about their availability and costs. They can also visit tourism exhibitions to promote their service.

In every business Networking is a key aspect in strategic success. People bring more people and people can provide very useful information, ideas, inspiration. Word of mouth is the strongest promotional tools. A well formed network between the company, suppliers, partners and promoters it is vital for success. The Quality of the network it will affect the quality the business. Healthy relations with suppliers and partners will help the company to grow even faster.

By working with the best in the market there are more possibilities to become one of the best. Entrepreneurs should set high standards and target to high goals. They can reach out for the leaders in the market and let them become their mentors.

Mentors provide personal guidance and with their expertise in the sector help their “students” to succeed. Mentors know the path and have the knowledge to give tips to and support. Their guidance can save valuable time and money for young entrepreneurs. It is important to choose the right mentors.

Referring to the Cyprus case by CCIF Cyprus, mentors where experts from the tourism industry and others were coming form the world of arts. Participants had the chance to meet Mr. Avgoustinos, a local Artist whose own a pottery studio. They experienced a pottery workshop and they have learned about the Art of Pottery in Cypurs. They have also learned that pottery put Cyprus in the International map of ancients arts. This information helped young entrepreneurs to get to know how tourists may react to the workshops. After, the team had to reconsider the realistic time spending for the activity and how to position their service based on their experience. This information helped the team to set realistic time for the Program and think how to use what they have learned as a competitive advantage for their service provision

Networking Questions:

Who will become part of your business network?

Are you going to work with any agents?

Who would be your mentor?

Who are going to be your suppliers?

Activity 15:

Training Session with Financial Advisor

Financial advisor will go through all the financial aspects, permissions and legal issues according to the provision of the service in the market. He/She will give guidance on how to arrange bank accounts, bookkeeping and payment systems. The Financial Advisor can also give very useful information about funding opportunities.

Developing a Business Plan

YE have to develop a formal business plan of their service offering, they will need it to gain fundings and present their company to stake holders. Financial advisor can give guidelines to young entrepreneurs how to create a business plan.

Structure Sample of a Business Plan:

1.Summary | 2.Introduction | 3.Business background | 4.The product | 5.The market | 6.Operations | 7. Management | 8.Proposal | 9.Financial Background a.trading to date b.forecast | 10.Risks | 11.Conclusion | 12. Appendices (Finch, 2021)

Budgets, Real Costs & Fundings:

It is vital for young entrepreneurs to make realistic estimations of their business' costs and budgets. They have also to make sure that they will register to all the national bodies to operate legally. They may need the help from an accountant who will run all the paperwork and arrange all the licences to operate and promote the service.

Funding sources and ideas for fundraising:

Funding will help young entrepreneurs to start up their businesses and have available cash flow. A good research through European programmes and national committees will be very informative. Be aware of the deadlines, age limits, categories or any other restrictions. Another source of money are sponsorships by providing promotional services to other local companies, who can advertise on service's website, cars, information booklets etc. Another option for YE are online platforms for start up companies from where they can raise funds from the local and international community.

Sustainability and New opportunities for further development:

Operating a business with responsibility will provide sustainability and give the chance for further development and growth. It is vital to maintain cash flow in balance in order to create a strong base for future growth.

We would suggest some research in their National Organisations for EU programs which support Youth initiatives. Also sponsorships from Government or other bodies can be used to support the business to growth. Other ideas might be organizing corporate events or form partnerships.

Young entrepreneurs should "have their eyes open" to grab any opportunities, be always updated and check out for seminars and exhibitions related to their services. Continuous education and networking will help them know the latest trends in the maker and grow.

How to start making things happen...

Young Entrepreneurs can now plan a marketing communication strategy and start. They can build a website, social page, business cards, networking and let the people know that something is coming. They can also organise opening and other events.

They may need to develop new skills, like digital marketing, organisational skills, communication and sales.

Google Experts suggest to follow a strategy journal where we can record the progress of our business idea, this will help us to keep motivating ourselves and our team to move forward.

The journal can include 4 Topics:

1. **Business Performance:**

- A) In relation to sales
- B) Delivery of the Services
- C) Feedback from Customers and Quality Labels
- D) Maintaining Business Budgets

2. **Business Human Resources and Operations Performance:**

- A) Delivery of Services & Staff Members
- B) Marketing Strategy & Services
- C) Sales & Staff Performance

3. **Management & Directors Performance:**

- A) Guide your team and get feedback and opinions from your creative staff
- B) Recognize harmful behaviors between your staff members and correct the cases
- C) Motivate your Team
- D) Train your Staff

4. **Innovation Performance:**

- A) Are you keep developing your services?
- B) Are you an updated business and are you using new technologies and strategies?
- C) Do you competitive with the level of quality of the best in the market in your sector?

(226-7:2015, E.Schumudt & J. Rosenberg)

Get Organized and Create Systems



At this stage, Young Entrepreneurs can start developing their operational systems.

Firstly they will need to set a booking system - It has to be user friendly and easy to manage by the staff too. It has to be safe on processing with payments, offer cancellations and send confirmation emails.

Staff members have to know the personal data protection law and take all the measurements to avoid any legal issues.

They will need to arrange insurances, health, safety and emergency plans in case of accidents during the tours. To develop also a data collection system to evaluate their progress and stay in touch with their visitors - for creating loyal customers.

Some useful tips on how to use our messaging system:



Be organized with e-mails and other messaging systems. Delete everything you don't need and keep only the useful messages. Make sure that you reply to all of your customers, teams and partners. If you cannot handle it, ask help from another staff member or set up an automatic messaging system which will let the senders know that you have received their message. You can also use a help line, and make communication user friendly. Be polite at your communication and ask for more information if needed and handle challenging cases with positive attitude. (222:2015, E.Schumudt & J. Rosenberg)

Activity 16:

All the paperwork, certificates and permissions must be arranged before the first tour. Young Entrepreneurs must know well all the laws in relation to their services and activities.

For example in Cyprus, guided tours can be performed only by licensed tour guides unless is a walking storytelling. Thus you may need to hire a professional guide if your service offering provides that kinds of activity.

Activity 17:

The team must prepare a Health and Safety plan

- * All the visiting places must have fire safety policies and permissions to operate
- * Know the evacuation plans of the visiting places
- * First Aid Training
- * First Aid Box should be always carried at tours
- * Emergency phones to be available
- * Know the nearest hospital
- * Know what to do in case of bites from wild animals (snakes, spiders, scorpions, medusa)
- * Ask visitors for any food or any other allergies of health problems
- * Have visitors' relatives contact details in case of emergency

Activity 18:

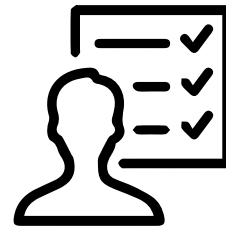
During a Creative Workshop young entrepreneurs can find creative ways on how to promote their business idea. They will be asked to set up draft ideas of their website booking system, facebook, instagram and other promotional content. As well as, they will be asked to gather material to create a professional looking presentation for their service.

Invest on the Suitable Communication Channels to reach target groups:

A great idea needs to be communicated correctly! Promotion is vital part of sustainability, growth and success of the business idea. It can be conducted through partners, online, outdoor advertising, coupons and other communication channels. First of all, we have to create an identity of our service as mentioned in previous pages. Promotion starts with branding in first place and then advertising, events, public relations and other marketing tools will be applied. In this case we can follow the model "Think - Feel - Do".



Think
Feel
Do



What would we like our customers to think about our service, what we would like them to feel and finally how to act.

Communicate your service through the correct communication channels

It is very important to communicate and promote the service through the correct communication channels. How can we do that? We can start the other way around, from our target groups. Which communication channels do our target groups use? Think of online platforms such as social media, facebook instagram etc, google searching engine and other websites such as tourists promotional sites and directories. As our target groups may be overseas we may need to communicate our messages through online media, exhibitions, newsletters etc.

Communications are divided to internal and external. It is essential to keep internal communications (Happening between the staff members and board) in high levels to avoid any misunderstandings. Also, to promote and create enthusiasm about our campaigns internally within our team. Campaigns have to run first internally, tested and then run out externally.

External communications refer to our communication campaigns which will present the image of our service, to the public. They refer to the impression will be created to the minds of our audience. Always remember that words, images and colors trigger feelings to people. Some of them will be our future customers.

According to E.Schumudt & J. Rosenberg (2017-220:2015) repetition in communication and explanation can be powerful, if we use in a strategic way.

For example:

- Have something new to say, this can be interesting to the people, repetition helps audience to absorb the information and create links between the brand and the information.
- Make your messages interesting, give to your audience an interesting perspective, and a reason to pay attention. The communication style is recommended to be authentic and has personality, to be more memorable. (Can be also used on social media)
- Use a language your audience is familiar with.
- Use the correct communication channels to get to your audience. Be aware of the new channels appearing, especially through the digital technology and new devices. Just to mention some (text messages, websites, e-mail, video, social networks, meetings, video conferencing, e.t.c)
- Keep speaking the truth about your offering and be positively opened to a dialogue with clients.

The service should exist and be accessible online. Young Entrepreneurs can build an attractive, easy to navigate website, and facebook/instagram page. They can also set up educational material on youtube and run a social responsibility campaign online in various pages.

On the other hand, in physical world they can present their service in organised groups or set up information desks in tourism exhibitions. They should remember, always to communicate the correct messages via these channels to reflect the values of ytheir service. They can share photos of tours on instagram and show the excitement of their participants. They can also write small paragraphs of interesting aspects from your tours to educate the audience.

Please make sure that when we use photographs presenting other people we have a written and signed permission from them that we can publish their pictures. We never use pictures of childern showing their faces.

*We can use loyalty free pictures found from online libraries.

How to promote online:

Show the product, what do you actually sell...

Show pictures of the town, the beach, the amazing weather, pictures of participants in work-shops having fun. Show what an amazing experience would be if people participate in the tour. We sell emotions and experiences, show them happy people.

Educate the public, why is it so important for them to learn about your local treasures?

Give them reasons and the benefits. In Ries & J Trout book (123:1990) there is an example of a positioning an island. We must show the best Attractive image of the island, so the public will position the island as one of the most attractive holiday destinations. In our case we can promote the benefits of the place such as the great weather, the hospitality, activities and of course enjoyment and food.

Positioning Tips

by Ries & J Trout (1985:1990)

1. Remember the power of words to attract the attention of your clients.
2. Take time and think how words may influence people, consider cultural factors
3. Be careful of changes, be flexible but keep your branding stable
4. Focus on a clear vision
5. Dedication is essential to overcome any possible challenges
6. Honesty will help you to identify the current position. Make evaluations often.
7. Keep things simple!
8. Be open and easy accessible to public not to exclusive teams & groups.
9. You may need to leave things behind, to focus on your strong features.
10. You need to stay focused, work strategically and be patient.

Activity 19:

At this point YE (young entrepreneurs) can create their strategic plan of how to move on with their business. First they need a vision of sustainability and growth. During the development of their business it is good to make their own evaluations to identify any gaps in their progress, so they know their current situation and plan how to continue.

Feedback, Evaluation and Development

Evaluation can be made through different systems of collecting feedback from customers and employees.

Feedback collection methods:

- * Questionnaires (Printed / Online)
- * Interviews (Personal / Group)
- * Rating Systems
- * Tell us your opinion / open dialogue
- * Observation

By asking people their opinion we let them take active participation to the development of the service. They feel more connected to our brand.

YE should collect the data and carefully evaluate each point. They must take action to fix any gaps and improve their service.

Self Evaluation as a Leader

Evaluation, comes also in a personal level, as a leader. Self assessment will help to identify points of improvement and personal development. Leader's performance is linked to the performance of the business. Be open to new trainings, education, keep learning and exploring. Leader's personal success leads to successful businesses.

(2015, E.Schumudt & J. Rosenberg)

What about the possibilities of future developments? You can always explore the possibilities of a brilliant future! The higher you target the higher you get. Stay focused to the exploration of future developments and possibilities. (2015, E.Schumudt & J. Rosenberg)

Prospects for Future Development and Growth

YE now should think of any possibilities to expand their service, so they know if any arrangements have to be made for the future development. Some ideas of growth are shown below:

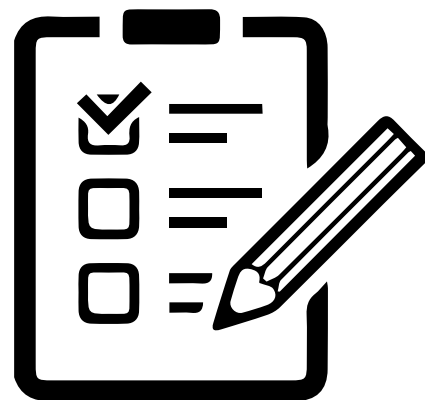
- * To have partnerships with other organisations is national or european level?
- * To provide related services offline or online? For example: Selling souvenir products
- * To offer more options /routes of guided tours
- * To target more groups. For example: Jounior's tours
- * To transfer the service in another city
- * To have an oline educational channel and provide advertising packages
- * To offer educational services in the tourism sector

Activity 20:

Before the business starts its operation is important to have evaluation forms ready. Evaluation forms can be an online questionnaire, easy to fill in google forms or any other online tool.

In the case of guided tours, evaluation may include questions for the participants such as:

- * How was the overall experience (rate from 1 to 4)
- * How was the accommodation
- * Most interesting activity
- * Activity less interesting
- * Cleaness of the visited places
- * The time was enough for each visit
- * The facilitators were well prepared
- * The organisation of the program
- * The timetable
- * Any suggestions for improvement



Make sure that the directions on the questionnaire are clear :

Rate from 1- 4 (1:Dissagree , 4:Agree)

Tick the Box

Write any recommendations

Choose the answer that is most accurate and true

Don't forget to thanks the particiants for their time spending to complete the questionnaire. Keep the questionnaire short with only usefull questions. Use more closed type questions (Yes/No, Multiple choice, Rate) and opened type questions to let the particiapnts express their opinion.

*Important (if its not necessary) keep the questionnaire unonymous, thus participants can feel free to be honest about their opinion.

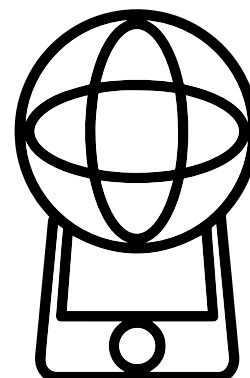
Beyond the expectations!

It's all about Innovation!

In our days is necessary to stay updated. New technologies appear so fast. By providing new tools accessible to our clients we achieve competitive advantage in the market. By offering as much possible information and online experiences to future visitors they feel more familiar with our brand and we build trust which leads to physical preference.

Some ideas for online connection are:

- *Educational tools related to our service
- *Virtual Tours
- *Virtual Activities
- *Open communication with customers
- *Gamification and Microlearning



Staying in touch with the public:

- *Creates loyal customers
- *Creates a network of exchanging ideas
- *Monitors customer behavior

During the pandemic of Covid-19 a lot of museums opened their virtual doors to the public, so people from all over the world could take a virtual tour at the museums. Another great example is the Faroe Islands interpretation of their tours. By creating a digital avatar they gave the chance to people to control the digital person to move around to the natural beauty of Faroe Islands. This interpretation help the country to stay in touch with their audience and keep their presence active to the brains of public. So, when people will be free to trave, Faroe Islands will be ready to welcome visitors. (remote-tourism.com)

Use Augmented Reality App to promore the Cultural Heritage in specific target groups for social inclusion.

When the service will be ready to be launched, other tools can be used as new interpretations to promote and support the guided tours. Is recommend to develop an VR Mobile App of digital touring experience though cultural heritage.

In MTYT program, our partner from Italy, Petit Pas worked on transforming the project to be available on digital platfroms. The area of study was the Social Inclusion and Cultural Heritage with the development of a mobile App and other mediums of digital communication.

The main mission of the project is social inclusion and accessibility to cultural heritage. To contribute to this achievement, the team has tried to actively involve specific target groups, especially the disadvantaged.

An example is "YOUR TERRITORY IN AN APP" developed for the "MYTT" project with a high school class.

"YOUR TERRITORY IN AN APP" allows, using augmented reality, to get to know one of the most famous attractions of the territory (Castel del Monte - built by Emperor Frederick II) through the eyes of Arthur Haseloff, a German art historian who he traveled to southern Italy to discover the Swabian heritage.

Approach to Develop a mobile App with YE

Presented by Italian partner Petit Pas

"YOUR TERRITORY IN AN APP" was developed by around 30 young people (17-18 years old) followed by 2 tutors: 1. A tutor with an artistic-cultural background (an architect); and 2. a German Teacher with a pedagogical-linguistic background.

Strategy of Project Development:

App was developed during face-to-face workshops, for a total of 30 hours by students within school-work alternation paths.

Teaching tips:

One of the keys to student learning success, is that of learning by doing.

Tips to overcome the difficulties:

Friendly approach, informal place and the use of ICT tools made it possible to meet no difficulties.

After developing "YOUR TERRITORY IN AN APP", the team started to develop projects to enhance the skills needed to make European cultural heritage accessible to people with disabilities.

The App was promoted on social networks, on the project website and locally through seminars.

During our activities we use "Cooperative Learning", a learning modality that is based on the interaction within a group of students who collaborate, in order to achieve a common goal, through a deepening and learning work that will bring to building new knowledge.

There are many cooperative learning models, but the one we use is the Random model, in which the class is divided into groups, in relation to the number of pupils (eg 25 pupils = 5 groups). Subsequently, tasks will be randomly assigned and, based on the topic to be discussed, the pupils will choose or try to identify the classmates who have opted for the same preference.

Example of Informal learning materials

Activity: Team of Consultants

Aims of the tool: This exercise helps spur on creative problem solving in your team. It highlights the importance of teamwork, and the value that people can gain from seeking others' advice.

Materials needed: Paper and pens for each person.

Time: Flexible, typically 15 minutes.

Description

1. Get people to sit around a table.
2. Give them two minutes to write down a problem they're facing at work.
3. When they're finished, instruct them to pass their papers to the left.
4. Give them one or two minutes to read the problem now in front of them, and write a piece of advice or a potential solution beneath it.
5. After this, pass the papers to the left again and repeat the process. Keep going until participants have their original piece of paper back.

Design a Webpage

The online presence is so important in our days as the physical one. Business world operates in a huge percentage online. There are businesses which exist only online. In the case of tourism industry, as we target visitors from other countries we must be available for them to find us on the web.

On the other hand, if people recommend our business, visitors most probably would like to find more information about our services. We need to provide all the information our clients looking for. The best way to achieve that, is by creating an online webpage accessible to everyone from from all over the world.

If there is available budget, the YE team can hire a web designer to build up a webpage. The webpage can offer a booking system with available days and online payment systems. Otherwise a simple website can be built by using tools available on the web.

How to build a website:

Find an online website provider: Google Pages, Weebly, Wix, Wordpress or any other providers.

Buy a domain name: There is a small fee to buy the domain which gives you your own unique website name. Prefer .com or .eu

Use a template from the provider and if necessary buy a hosting plan.

What to include in the website:

Home Page: General Information about the service, what is it about, why is important, the benefits for the visitors.

Meet the team: You can provide information about the people of the company

Services / Products: Details about the guided tours, route maps, workshops, meals, timetable, locations, participation fees dates and booking link, any refund policy - if available, preparation, what to bring with you

Contact us: Provide a contact form, e-mail, telephones and business address if available with a map of location. Also all the social media links.

Additional options:

*Testimonials - what people say

*Blog to publish information related to the guided tours

Make sure that you check regularly your messages and e-mail from your webpage and respond back.

Make sure that you use a lot of visual material and keep the corporate colours of your brand. Don't forget to use logos and slogans.

Stay Safe during the pandemic of Covid - 19

MTYT program started before the appearance of Covid-19.

During this period a lot of difficulties were faced, challenging people to find alternative ways to make things happen.

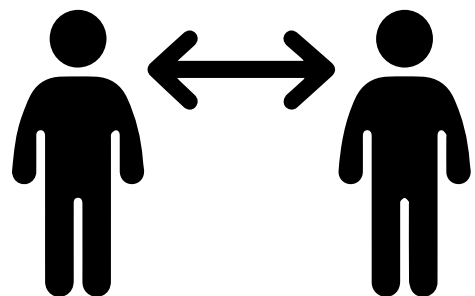
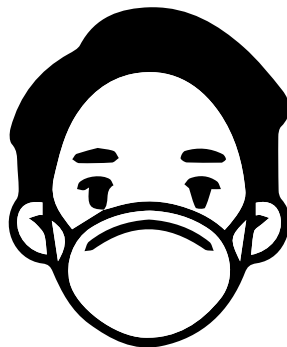
Tourism industry was affected all over the world and the economy was dropped.

As the program suggests flexibility, below there are few ideas based on the new way of interaction between people.

1. Make sure that visitors are allowed visit the country and they have all their test made, vaccinations etc.
2. Before the arrival, visitors must be informed from the organizers about all the measures taking place in the destination.
3. During the tours make sure that all the participants have their safe passes, wear masks and use sanitizer regularly.
4. Before visiting any place ask about the capacity allowance and all the safety measures.
5. Make sure that there is a plan on how to take action in a positive covid case.
6. In busses make sure that all the passengers wear their masks and keep the recommended distance.
7. Stay updated about the local news and make sure you don't visit places of high risk.
8. Make arrangements in advance for visits and ask about any additional rules for covid.
9. Keep reminding your group about the covid measures in local level.
10. Encourage visitors to use digital transactions and avoid unnecessary activities which may take them under the risk of contamination.
11. Use digital devices for communication and organisation
12. Be well organised

Environmental changes happen so fast, YE should make sure that they keep their staff and clients safe during the tours.

All the above points refer to the covid - 19 pandemic in Europe in 2021.



What about going Social?

According to Social Enterprise Alliance, Social Enterprise is defined as: “Organizations that address a basic unmet need or solve a social or environmental problem through a market-driven approach”.

Below YE can find the 3 general models of Social Enterprise as presented by SEA:

Opportunity Employment: organizations that employ people who have significant barriers to mainstream employment.

Transformative Products or Services

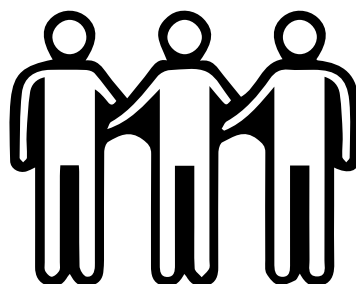
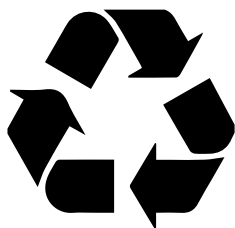
Organizations that create social or environmental impact through innovative products and services.

Donate Back

Organizations that contribute a portion of their profits to nonprofits that address basic unmet needs.

Financial Advisors and Lawyers are the right people to give direction on the legal aspects on how to register a company. A Social Enterprise can be an option to consider. If for any reason is not possible for the YE's business case, still they can offer back to the community. Below there are some ideas on how to achieve that:

- * Employ people with less opportunities
- * Provide free trainings to people with less opportunities
- * Offer free passes to people in the community to your tours
- * Support partners from the local Industry
- * Amount of the profits can be offered to charities
- * Organise charitable events
- * Educate people to respect the Nature and the Environment
- * Run Social Responsibility Campaigns for issues related to the community
- * Participate in an Innovative Research Program in relation to the tourism Industry
- * Participate in Exhibitions and other events in Local, National and International Level
- * Promote a Recycling and Re-use philosophy
- * Provide online material and information for free to the public
- * Offer food or items to people in need
- * Inspire change through your activity.



A message to Young Entrepreneurs

Hard Work, Real Expectations and Success

Keep up the good work and remember that... perfection maybe is just an illusion.

Setting real expectations is a smart way to create a good strategy. Sometimes we have the ideal image in our minds how things can be, we even visualize the great success, but in reality we can control only what we can do and affect. There are other environmental factors which are out of the area of our control. It is important to acknowledge that, we may not be perfect, but we can still commit to succeed.

Voltaire said: "Perfection is the enemy of good". Thus don't get stuck on the idea of gaining the perfect result by waiting to achieve the perfect. Start working and being active in the marketplace in a good level of quality service offering, start delivering your product, evaluate and build on the improvements you can make. Perfection comes with practice in real situation, where real cases have to be faced. Otherwise you will assume with "ghostly" ideas and not real facts. Keep developing your product and keep doing your evaluation, this is the progress which leads to success... there is no perfect because the environment is always changing. So it is better to focus on delivering a high quality good product... not the perfect product... because maybe it will never exist. (272:2015, E.Schumudt & J. Rosenberg)

Theory of Expectations

According to Ries & J Trout (13:1990) to be successful in the market you have to set realistic goals, the only measurable realism exists into the mind of the customers. That means if we give them what they expect they will be happy, if we give them something more they would be happily surprised and this is the base of success, happy customers, returning and loyal customers.

Use SMART goals model:

A model used in business to set realistic goals, measurable which lead to future success.

- S = Specific
- M = Measurable
- A = Achievable
- R = Relevant
- T = Time Limited



Positivity

You need to keep motivating yourself and your team to be productive and effective. You can become a better solver. You need to set a positive perspective and focus on the development of your strategy. Positivity is not referring to a “romantic” view, but to a realistic mindset which will help you to “see” the opportunities in your environment. It is the mindset which will help you to analyze the information around you and let the opportunities appear. Through positivity the obstacles become challenges for creating new strategies, but also to and become more flexible in marketplace. Adapt the culture of “YES” to become even more creative and opened to new ideas (74:2015, E.Schumudt & J. Rosenberg)

Stay Focused

Whatever you do, you must stay focused to your vision of success. Keep reminding yourself and your team what success means to you, create a strategy to get there, break it down to steps and focus on the implementation of each step. Don't let other factors to take you out of your track. Be punctual and responsible on implementing your steps which lead to your target.

Get Updated , Use Technology & Develop New Skills

Make sure that you are always updated about new trends, use new technologies and keep learning to deliver even better outcomes through your actions. Learning and development is a process. It is worthy to work hard to get where would like to be. Watch always the news related to your industry and make sure that you follow the economy news to be prepared If any changes happen in the environment.

Hard work, refers to work... it doesn't mean that it will not be enjoyable and fun. Make sure you make this journey of success enjoyable for you and your team, hard work can be fun, and you can even make it look easy, but it needs dedication and passion, strong belief and patience. The example of google philosophy is to give responsibilities and freedom to the staff, to work with their way, use their own strengths and find their own way of working. You can also adapt the culture of smart humor. (73:2015, E.Schumudt & J. Rosenberg)

Don't forget to attend to seminars in Entrepreneurship, Business, Marketing, Archeology, Holiday Business and Touring. You can even combine other arts and services to your idea.

Be Flexible and look for Improvements

Failure Vs Success is the measurement for evaluating your strategy and actions. Market is a living entity. It can be transformed, change behavior and shaped every day by external factors. Stay updated in issues related to your subject and market. Predictions vary, eliminate the risk by becoming flexible and stay tuned to the flow. Try to develop opportunities. Keep the actions into your strategy which lead to your success and further development of your idea. Based of Shumidt & Rosenberg maybe your first plans of your strategy are already out of date as everyday so many factors create new market environments. It is important to revise very offer your strategy in relation to tha changes at the environment. (90:2015, E.Schumidt & J. Rosenberg)

ERASMUS+ Cluster

Erasmus+ Cluster is an idea developed through MTYT program to create a network of professionals between European Countries. For the needs of the program, a cluster was developed via the partner organizations.

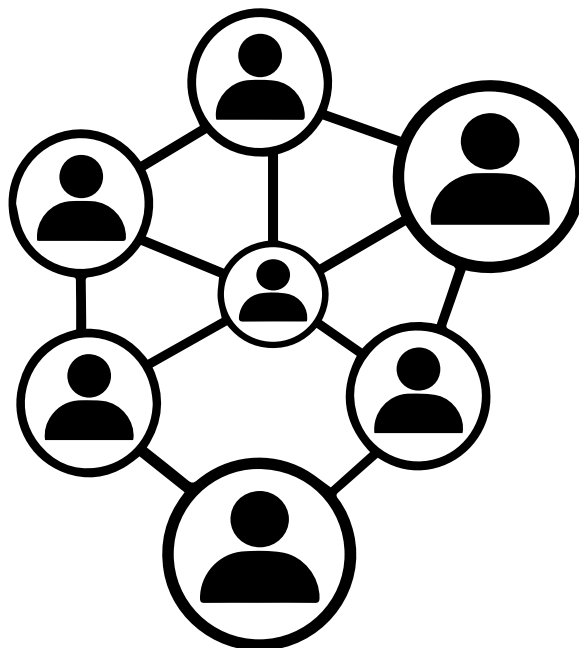
In the cluster business which belongs to the tourism industry can be included and promoted through the network of partners.

The Cluster Includes:

- * Accommodation providers
- * Restaurants and Traditional Taverns
- * Museums
- * Local Artists
- * Traditional businesses
- * Other attractions
- * Other professionals in the tourism industry

Clusters make information accessible to people and help the development of the local community. Visitors from other European countries can have access to the network and can choose providers from the network.

Information about the cluster can be found on the website of the program MTYT:
www.mytownyourtown.eu



The Faroe Islands - Tourism Solution Example

by: www.remote-tourism.com

As all other countries in the world, the Faroe Islands has been affected by the COVID-19 pandemic. We have politely asked tourists to refrain from visiting our islands until further notice. Early on in this global crisis, we sat and wondered how we could recreate a Faroe Islands' experience for those who had to cancel or postpone their trip to the Faroe Islands – and for everyone else stuck in insolation around the world.

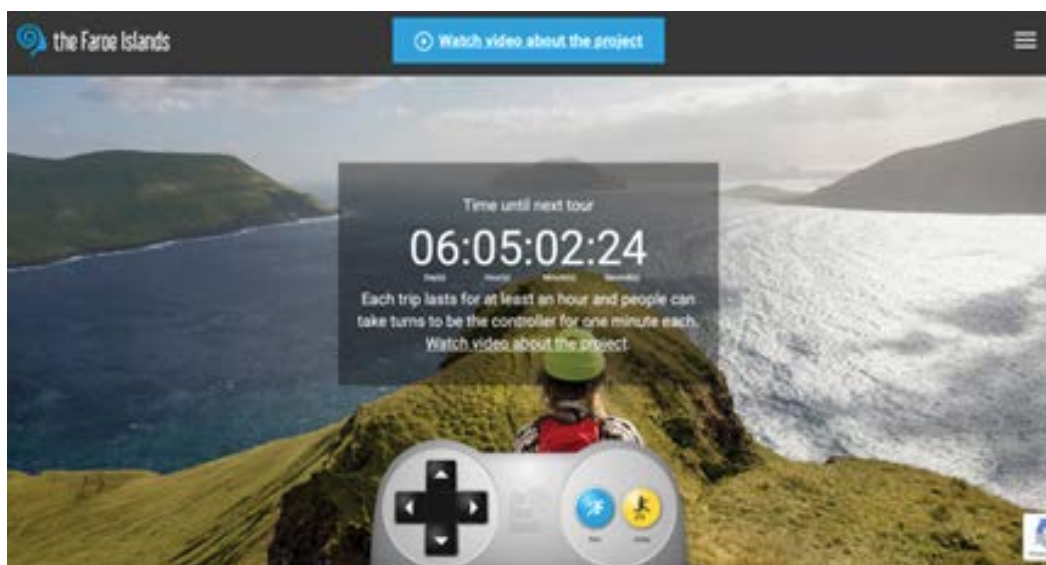
We had an idea. What if we could allow people anywhere in the world to explore the islands as virtual tourists through the eyes of a local? Or even better; what if the virtual tourists could control the movements of the local in real time?

A couple of weeks later, our idea became reality. We have created a new remote tourism tool, the first of its kind. Via a mobile, tablet or PC, you can explore the Faroes' rugged mountains, see close-up its cascading waterfalls and spot the traditional grass-roofed houses by interacting – live – with a local Faroese, who will act as your eyes and body on a virtual exploratory tour.

The local is equipped with a live video camera, allowing you to not only see views from an on-the-spot perspective, but also to control where and how they explore using a joypad to turn, walk, run or even jump!

Just like a real-life computer game, you – the main player – will control the moves of the Faroese islander, who will not only explore locations on foot, but also take to the skies by helicopter, giving virtual visitors a bird's eye perspective on our beautiful island nation's steep grassy slopes, our 80,000 sheep and our unspoilt, wild and natural countryside.

During the virtual tours, which will take place daily during the COVID-19 lockdown, our team at Visit Faroe Islands will be online in real time to answer any questions that you or others may have, providing both inspiration and expert knowledge about places to visit and things to see. We hope that visiting our remote islands through the eyes and body of a local can bring you joy and inspiration during these challenging times – and we, of course, hope to welcome you in person once you are free to travel again.



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Testing

Coming to the end, we would like to wish to all the Young People to follow their dreams.

We would also like to inform all the readers that the model was tested by our team in three levels as presented below:

1. Mentorship & Activity Design by YE

A workshop day was arranged between 3 YE, 3 mentors and 3 Facilitators.

During the workshop each mentor presented a lecture of their expertise:

- Education Expert: How to create educational Activities
- Agro tourism mentor: How to start an Agro tourism business
- Traditional Dances & Culture professional: How to use cultural heritage to create a new interpretation

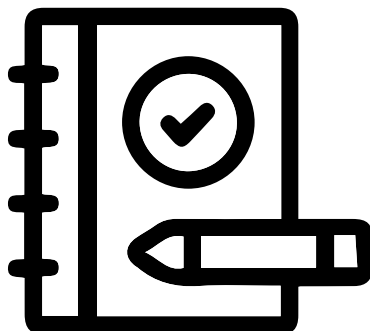
Then the team of YE designed their own routes of guided tours with different learning activities.

2. Guided tours of Visitors

A group of Italian young teachers had the chance to experience guided tours organized by CCIF Cyprus. The group followed the route of the old town where they had to learn through interactive game a local legend. Also, during their stay they have visited a local museum and after a traditional tavern, where a group of dancers presented to them traditional cypriot dancing. They had the chance to visit the birth place of Aphrodite and the place which is considered to be the Sacred Gardens of the Goddess called “Yeroskipou”. The group expressed very positive impressions about the tour activities.

3. Social Media Promotion

In order to create a network of participants and facilitators, a facebook page was created to promote the brand of Cytours. YE can upload information on the page and visitors can post pictures and write about their experiences during the tours.



Coming to the end...

Overall the project was a learning journey for everyone who participated. We have learnt to appreciate more our cultural heritage. We have learnt to value the stories of our ancestors and be responsible for passing them to the new generations. Also, we found out ways to make things happen in challenging environmental.

We wish our project to inspire more YE to become creative in the tourism industry and work to promote European beauty and history. We wish to all of you, always to get inspired and inspire others, so we keep creating our future with responsibility and hope for a better world.

Disclaimer

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