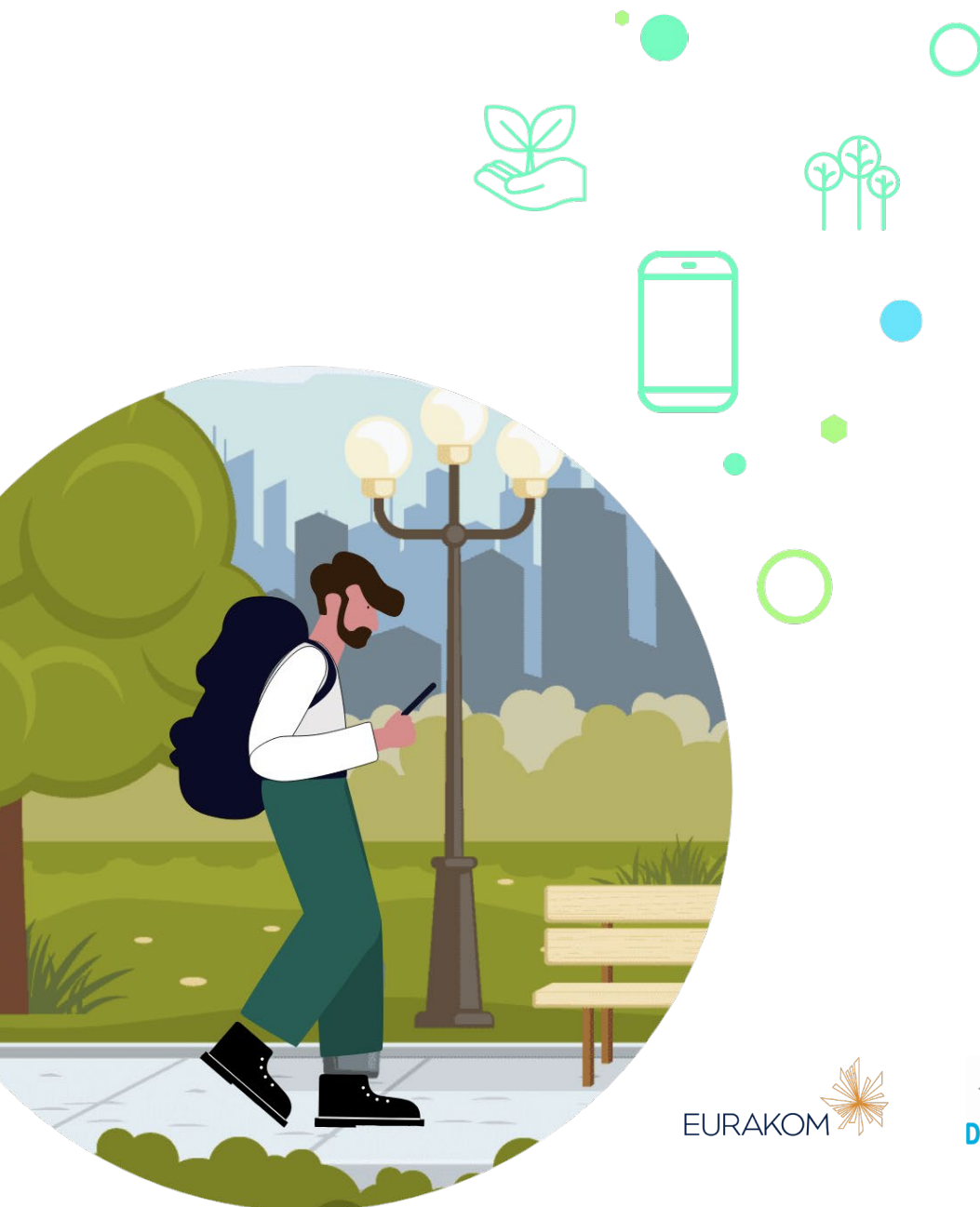


SMART

DIGITAL
SUSTAINABLE
TOURISM

SMART WORKSHOP METHODOLOGY



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Introduction

The “SMART- Capacity Building for Smart Tourism and Sustainable Destinations” project seeks to achieve concrete outcomes linked to the following goals:

- Organisational capacity building of local/regional tourism professionals to build resilience, provide safe tourism experiences/destinations through the use of digital tools
- Increase awareness about the need for advanced digital skills and increased stakeholders’ connectivity to ensure more sustainable tourism
- Offer concrete examples/practices and increase the uptake of existing digital tools used by professionals/stakeholders of the tourism ecosystem to develop smarter/more sustainable destinations
- Encourage tourism SMEs/professionals, public authorities, agencies to invest in digital skills development and digital tools for better interoperability
- Raise awareness of the advantages of sustainable tourism for businesses/community/environment
- Contribute to behavioural change and understanding that sustainability can be integrated across all aspects of business operations
- Help tourism professionals understand the environmental impact of their choices and how to support a more resilient tourism economy
- Support businesses & public authorities in the development/promotion of more environmentally sustainable destinations.
- Offer a collection of innovative best practices and a comprehensive manual for tourism professionals/SMEs etc. to meet new labour market needs/future demands of employers & businesses
- Accelerate the sustainable transition of professionals within the tourism ecosystem by anticipating skills needs/offering tools to adapt to new expectations within the sector

In order to achieve the above, the SMART consortium has already developed useful and innovative resources targeted at tourism professionals and stakeholders, namely:

[SMART Best Practices](#) of digital tools for tourism professionals and stakeholders

[A comprehensive catalogue](#) of available Training Programmes and offers on digital and sustainable tourism

The SMART Practice Manual (<https://smart-tourism-project.eu/results>) towards supporting SMEs and tourism organisations in their efforts to contribute to smart and resilient tourism ecosystems.

The next steps of SMART entail the organisation of three workshops at a national level by the respective partners (EURAKOM – France, DOMSPAIN – Spain, GREEN VILLAGE – Greece) in order to put the developed materials mentioned above into practice and to engage relevant professionals and stakeholders of the respective local tourism ecosystems.

This document constitutes a proposed guide for the organisers of the SMART Workshops.

1. Context and Scope

In the framework of SMART, **three national workshops** are foreseen **by December 2022**. The SMART Workshops will be mainly **informative events** and will serve as an opportunity to create an **engaged network** of tourism and destination management professionals and stakeholders in the respective local ecosystems.

The organisation of the workshops constitutes an important milestone of the project as each partner will put the developed SMART materials into practice, contributing to the achievement of the main project objectives.

During the workshops, the materials that the consortium has developed will be presented by the instructor (namely the Best Practices and the SMART Practice Manual) and through interactive discussions the importance of digitalisation on the transition to a more sustainable tourism model will be highlighted.

Each event **will last 2-3 hours** (depending on the availability of participants) and is expected to gather at least **20 participants**.

The exact date of each event will be set by each partner respectively so as to ensure efficient preparation and high participation. The initial timetable is presented below:

Partner	Country	Date
EURAKOM	France	Early December 2022
DOMSPAIN	Spain	December 2022
GREEN VILLAGE	Greece	December 2022

In order to maximise the impact of the activity and to ensure high participation, as well as to mitigate potential risks related to the covid-19 pandemic, it is possible for partners to organise more than one event, to reach the target numbers and/or increase project impact. The event(s) can be either in person or organised online as a webinar.

2. Objectives

The SMART Workshops will aim to achieve the following objectives:

- Familiarise the audience with the concepts of digital and sustainable tourism
- Increase the participants' knowledge on the state of the art on digital and sustainable tourism in the partner countries
- Contribute to the uptake of relevant good practices in terms of digital tools by tourism professionals
- Present the SMART Practice Manual and its benefits to a relevant audience
- Raise the awareness of the participants regarding the benefits of digitalisation and of the transition to sustainable tourism
- Create a network of relevant professionals and stakeholders that will act as multipliers
- Contribute to the overall project exploitation strategy

3. Participants/Target Groups

For the workshops, partners will target professionals who can act as multipliers in order to increase the impact of the results and contribute to additional exploitation opportunities.

The participants of the workshops (tourism professionals and stakeholders) will have the following profiles:

SMEs/tourism organisations, tourist offices, tourism stakeholders interested in destination management and sustainable tourism destinations, VET and adult education providers in the sector of tourism & hospitality, education centres, community organisations, NGOs, training professionals involved in the travel and tourism sector, representatives of the local authorities and tourism development agencies

4. Before the Workshop: Planning

The key to a successful organisation of an event with external participants is the planning in advance. Each partner of the SMART project has sufficient time for setting out a plan regarding the logistics and organisational aspects of the workshop.

As mentioned before, the set dates for the organisation of the events are flexible and depend on each partner.

DOMSPAIN and EURAKOM will follow the foreseen plan and organise the event in December 2022, closer to the end of the project.

GREEN VILLAGE, due to the fact that it operates during the summer months, will organise the workshop in September 2022, so as to ensure high participation from relevant professionals and stakeholders at the local level.

The planning phase, apart from setting up a definite date, includes the selection of participants, venue booking, logistics organisation and preparation in terms of the workshop delivery itself.

It must be noted that the actual number of events in order to meet the final target numbers is up to each partner. It is possible (due to the availability of participants or potential risks or measures related to the Covid-19 pandemic) that gathering 20 participants in one event won't be possible. So, each partner can organise two separate events on different dates with 10 participants each.

It is also possible that an organisation of a webinar instead of an in-person workshop will be organised. The steps regarding the preparation, delivery and evaluation are the same for either mode of organisation.

One instructor per workshop is foreseen, on behalf of the organising partner. The instructor should be one of the persons directly involved in the project and in the materials' development to ensure deep knowledge and understanding of their objectives. One assistant to the instructor is also recommended, if possible, in order to keep notes and support the gathering of supporting documents.

Venue selection

Each partner should book an appropriate venue that will host the event, by ensuring that all necessary features are present in order to accommodate the delivery of the SMART Workshop to 20 participants. Those features include:

- Appropriate size: a room/venue that can accommodate at least 40 people is recommended so as to be able to facilitate the activities (such as the proposed fishbowl, see chapter 5) and mitigate potential risks related to Covid-19.

- Strong Wi-Fi access
- Projector and screen, since the majority of the workshop will entail ppt presentations from the instructor
- A writing board where participants can write or stick post its
- Additional resources are mentioned in chapter 5 for each proposed activity, in case that partners choose to implement some of them.

Participants selection

Each partner is responsible for engaging 20 participants, the profiles of whom are described in detail in Chapter 3. In order to do so, each partner will utilise its networks at the local and national level.

A registration system needs to be put in place by each partner; each participant will register for the event by confirming his/her availability on the set date, and providing a name, professional background and email address.

Google Forms is recommended for setting up the registration system.

In case there is a limited interest among the partners' networks, a short outreach campaign can be put in place. Each partner can publish a Call for Participation on their social media pages, outlining the objectives, date and agenda of the workshop, using the same Google Form as mentioned above.

Each partner will filter the registrations internally and proceed with the final selection of participants making sure that the relevant profiles are covered.

Materials and resources

The main materials to be used for the delivery of the SMART Workshops are:

- The SMART Practice Manual (<https://smart-tourism-project.eu/results>) towards supporting SMEs and tourism organisations in their efforts to contribute to smart and resilient tourism ecosystems. This is the backbone of the SMART Workshop structure and delivery. The main aim is to present it in a simplified way to the relevant professionals.
- [SMART Best Practices Collection](#). A selection of 7-8 digital tools from the collected pool will be presented by the instructor directly from the website
- [The comprehensive catalogue](#) of available Training Programmes and offers on digital and sustainable tourism

Moreover, the present document, the SMART Workshop Methodology, is the main material that the instructors are going to use internally, in order to prepare for the organisation and delivery of the event.

Instructors should read carefully the materials and familiarise themselves with them in advance in order to be prepared for the workshop delivery.

Supporting documents checklist

A series of supporting documents is necessary for the reporting of the workshops. Each organising partner should ensure that the supporting documents are kept in their archives for at least 5 years after the end of the project. Below is a checklist table to support the workshop organisers in gathering and keeping the necessary documents:

Document	Check List
Signed Participants List <i>(incl. name, profile, email address)</i>	
Consent Form <i>(for GDPR; mentioning the use of their data and photos are only for SMART)</i>	
Evaluation questionnaires <i>(at least 20 responses to the evaluation questionnaire – either online or in hard copies or a combination of both)</i>	
Agenda	
Photos	
Certificates of Attendance	

5. Guidelines for instructors

The following chapter constitutes a proposed guide for the instructors that will assist them during the actual delivery of the workshop. It also includes in sub-chapters some proposed interactive activities that each organising partner could implement as they see fit in order to foster the active participation and engagement of participants.

5.1 Workshop Delivery Methodology

The backbone of the SMART Workshop is the developed SMART Practice Manual. Since the event will have **mainly informative character**, the overall workshop structure is based on the Manual with relevant **presentations by the instructor** of the various sections. This will be enriched with **interactive, participatory activities** and **open discussions** that will allow organising partners and participants to gather in depth knowledge of the local contexts, and to further tailor and understand the benefits of the developed materials.

Getting to know each other/Icebreakers/Expectations – Interactive activities & Open Discussion (20')

The first task of the instructor will be to act as a moderator in order for participants to get to know each other. A series of interactive activities are recommended in subchapter 5.3 that the organisers could implement as they see fit.

This first step is important to foster their participants' active engagement and set a participatory mood. After the end of the first set of "getting to know each other" icebreakers, the instructor can refer to the audience and ignite an open discussion about the expectations they have from this workshop.

The assistant (if applicable) can put notes of the most frequent responses on the writing/post it board.

During this first step, the instructor (and/or the assistant) will make sure that all participants sign the attendance list and the consent forms.

Introducing SMART tourism project – Presentation (15')

After setting the expectations, the instructor will proceed with a general presentation of the SMART project: its aims, goals, partners, expected results and outcomes.

This will be the opportunity to explain the concepts of digital and sustainable tourism and the work that the project has done on those topics.

The first two chapters of the Manual will be the source for the development of presentation; information, references and concepts included in the respective chapter of the Manual will be integrated in the ppt presentation.

Assessing existing knowledge of participants – Open discussion (15')

After the introduction of the work of SMART and its topics (namely digitalisation and sustainable tourism) the instructor will ignite an open discussion in order to assess the existing knowledge of participants on those topics. Having been introduced before, participants will be invited to explain the challenges and opportunities they face in their contexts regarding the transition to digital and sustainable tourism as well as their experience in practice on those topics.

The instructor's assistant will take notes that will be valuable feedback on the subsequent development of the Workshop Report.

State of Affairs – Presentation (10')

After the open discussion to assess the existing knowledge of the participants on the topics, the instructor will proceed with the presentation of the State of Affairs of digital and sustainable tourism in the SMART partner countries, with emphasis on the organising country. The instructor will include information and statistics to be found in Chapter 3 – National Profiles of the SMART Manual in the presentation and will tailor them according to the results of the prior knowledge assessment.

Best practices collection - Presentation (20')

Under this section, the instructor will briefly present the different categories and types of the selected SMART best practices, explaining the reasons and practical uses behind the categorisation. The internal document SMART Best Practices Methodology can be used for drawing content for this presentation.

After explaining the categorisation, the instructor will present a selection of the best practices collection directly from the SMART website. At least one practice per category should be presented, alongside practical examples on how it can be used.

Finally, the instructor will also refer to the comprehensive catalogue of various existing training programmes on digital and sustainable tourism that has been compiled for the participants' further reference.

Challenges and Opportunities – Fishbowl activity/Open discussion (30')

This section can be organised as a fishbowl conversation (see details on its implementation in chapter 5.2.1).

The goal of this section is to motivate participants to reflect on the challenges that they are facing in their local ecosystems regarding digitalisation towards sustainable tourism, and what kind of opportunities the uptake of the SMART Materials can bring to their practice.

Evaluation – Open Discussion & Questionnaire (15')

At the end of the workshop, the instructor will facilitate an evaluation section in the form of an open discussion, benchmarking it with the initial expectations. Participants will have become familiar with the concepts, current challenges and potential benefits of the SMART materials, and will be asked to evaluate the impact of the workshop on their knowledge, awareness and daily practice through open questions. Some questions that could be used by the instructor are:

- Did the Workshop address your initial expectations?
- Has your awareness/knowledge increased on those topics?
- Would additional Workshops and Seminars on those specific topics be useful?
- Will you consider using the Materials on your daily practice?

The assistant to the instructor will take notes, as this section will gather valuable feedback for the Workshop report.

After the end of the open discussion, the instructor will administer the premade evaluation questionnaire (see Annex II), preferably sending it to participants' emails (or sharing paper copies).

5.2 Workshop techniques: recommendations

The following recommendations of techniques to be used during the delivery of the SMART Workshops when interactive activities and/or open discussions are foreseen have taken into account the scope, aims and objectives of the Workshops. This chapter serves as a guide for inspiration for the organisers in order to more effectively facilitate a participatory discussion on the topics of digital and sustainable tourism among their groups of participants. Each organising partner can choose to implement some of the activities as they see fit.

5.2.1 *Fishbowl Conversation*

The fishbowl technique can be used to organise constructive and participatory discussions on a given topic. In this technique, at any given time, a group of people will be actively debating while the rest of the group listens in and takes notes of various viewpoints. Through an iterative process, many participants will get to listen and talk about a topic.

The general idea is that rather than a large group having an open discussion about digitalization and its impact on sustainable tourism, which can be difficult to handle and often only benefits a few active participants, a smaller group (ideally 3 – 6 people) is isolated to discuss while the rest of the participants sit around the outside and observe without interrupting.

The advantage of the fishbowl technique is that it lessens the distinction between the speakers and the audience, while allowing many people to voice their views. It is ideal for large groups.

Objective

Apply the fishbowl conversation technique to get many people in a large group share their ideas about a given topic while keeping the discussion manageable and under control.

Implementation

A large area is needed. Place five or six chairs in a central area. Surround this with chairs in a circular fashion for the rest of the audience. All chairs look inward. You can have more than one outer circle if you have many participants.

One chair in the centre is for a moderator and the rest is for participants who are considered to be in the fishbowl.

Pick a topic with no obvious answers (ex: what do you think are the challenges that we need to overcome in order to integrate digitalization for sustainable tourism?).

Prepare a number of carefully constructed guided questions for this topic to use during the debate so you can help the participants cover all areas.

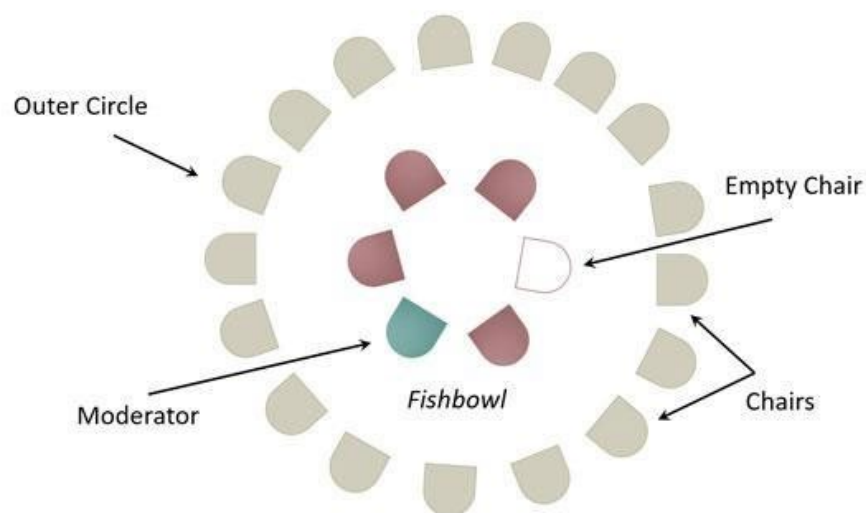


Figure 1 Fishbowl Activity

Setup

The moderator can sit in the central area but should not participate in the debate and instead focuses on making sure the debate runs smoothly and guides it.

As the moderator, present the topic and provide any background to prepare the participants on what to discuss.

Select four or five people and get them to sit in the centre. They will form the fishbowl and will be debating the topic. Ideally, these participants must be well-versed in the topic and be able to articulate their views well. This helps to give the debate a solid start aiming to set a high standard.

Ask the participants in the fishbowl to actively discuss the topic. They will be providing logical arguments and demonstrating their knowledge about the topic.

Participants in outer circles cannot participate in the discussions. They will be evaluating the arguments raised and reflecting on new insights gained, especially when it comes from opposing viewpoints.

Use your prepared guided questions to moderate the discussions. Only those in the fishbowl can participate in the discussions.

The observers in outer circles can take notes on what is discussed and compose a critique or summary of the discussions. Some participants learn best when they observe while others might prefer to engage in discussions. As such, the fishbowl technique is designed to engage everyone.

There are two main modes:

- Open Fishbowl

In this mode, one chair in the centre is left empty. At any point during the discussion, any member of the audience in the outer circles can approach the centre and join the fishbowl. When a new person joins, a current member of the fishbowl must voluntarily leave which frees a chair. The discussion continues as participants enter and leave the fishbowl.

- Closed Fishbowl

In this mode, all chairs are filled. The people in the fishbowl continue with the discussion until a pre-set timer runs out. At this point all members of the fishbowl leave to the outer circles and a new group from the audience enters the fishbowl. The discussion then continues. Iterate until many or all members have participated in the fishbowl.

Timing

Moderators need to carefully time the session and keep it organised. The fishbowl session is always concluded by summarising the key points discussed.

- Explaining the Exercise: 5 minutes
- Activity: 30 - 40 min
- Summary and Group Feedback: 5 min

Summary

One of the most important roles of the moderator is to regularly take notes during the participants' discussion. It is easy to lose track of what has been covered. Many interesting and important points might be raised and if not captured can be easily lost.

After the end of the discussion, the moderator will summarise all main points discussed in front of the whole group. This summary will help everyone benefit from the session and will also be useful for future reference.

Online Learning

The fishbowl technique is particularly useful for online learning, webcam sessions and live discussions. When you have many participants tuned in to a webinar, it can be difficult to manage a conversation between a lot of people. Here, you can create a fishbowl where five people can discuss a topic while all others listen and possibly see streaming videos. Periodically a member of the audience can enter the fishbowl and a person in the fishbowl leave it. The discussion then continues. You can set this up using dedicated software.

5.2.2 Icebreakers

Whenever you have a group of people participating in a meeting, project, or event, they need to get to know each other to be comfortable working together. This does not only mean just memorising names, but also involves getting the facilitator of the session familiar with everyone and getting a read on the energy of the room. One of the other major benefits of the following ice-breaking games is in allowing group members to break free from dry or boring introductions and get to know each other more meaningfully.

Speed Dating Icebreaker

The goal of this game is to have a succession of very rapid conversations in an extremely short amount of time with as many people as possible. Have people sit in pairs, with colleagues that

they don't directly work with on a day-to-day basis. Determine the time limit (say 3 minutes for each conversation) and set a timer. When it starts, each pair has to start speed networking & find out as much professional info about the other as possible.

While it's natural for group members to want to spend time with people they know, encouraging your team to mix is an important step to improving team cohesion. This activity is great for starting that process!

Passions Tic Tac Toe

The goal of this icebreaker game is to help the participants to get to know each other at the beginning of an event or to help identify their values during the later part of a training session.

Create a 3 x 3 grid for each participant and have them fill in each block with a different personal passion randomly. After the individual work, have everyone walk around the room and compare notes. When they find the same passion listed in both grids, ask them to sign for each other in the appropriate square. The winner is the participant who manages to have other people's signatures on three lines (vertical, horizontal, or diagonal). You can continue the game to have as many winners as you possibly can.

Materials

A blank 3 x 3 tic tac toe grid for each participant

A clipboard or some other hard writing pad that allows the participants to write as they walk

Gifts for the winners

Instructions

Brief the participants. Ask them to spend a few minutes to fill in all nine spaces in their grid with different personal passions. Give some examples of your passions. Explain that the participants can write each of their passions in any random space in the grid.

Ask participants to interact. After a suitable pause, tell the participants to walk around the room, pair up with each other, and compare their passions. When they find the same passion listed in both grids, ask them to sign for each other in the appropriate square.

Reward the winner. Announce a 5-minute discussion period. Ask the observer to keep track of time.

Change roles. The winner is the participant who manages to have other people's signatures on three lines (vertical, horizontal, or diagonal). Continue the game until you have identified five winners.

Name Game

Use this ice breaker activity at, or very near, the start of a course, workshop or meeting where people don't know each other to help get to know everyone's names. Have the group sit in a circle where everyone can see the others. The first person says their name. The next person continues, but after saying their own name, they repeat the first person's name. This continues with each person repeating one more name. Reassure people towards the end that it's ok if they get stuck & encourage the others to jump in to help if anyone is lost.

Instructions:

Use the exercise at, or very near, the start of a course, workshop or meeting where people don't know each other.

Have the group sit in a circle where they can all see each other. The exercise works best with groups from ten to twenty people.

Say to people "This is a light-hearted exercise that will help us all remember each other's names".

You say to the person next to you, "I would like you to say your name to the group and then mine" so she says "I am Mary and this is Fred (say)".

Then the next person says "I am Bill and this is Mary and this is Fred"

Repeat until you get to the end of the group, "I am Xavier and this is Yolandeand this is Bill and this Mary and this is Fred"

Before you get this far the people at the end of the line will be panicking, so reassure everyone that it is Ok to help if anyone gets stuck.

You can expect lots of laughter which relieves tension about the exercise and the course as well.

Most people will have no difficulty as there is enough repetition for them to remember.

6. Evaluation

The evaluation strategy that will be followed for assessing the impact of SMART Workshops will be twofold: both formative and summative.

1. A dedicated time slot for the formative evaluation of the workshop is foreseen in the proposed Agenda (see Annex III). It is very important to have an open discussion with participants in order to better identify their specific obstacles and challenges in their local context, but also to assess how the SMART's produced materials can benefit them in their daily practice.

For realising the open discussion for evaluation, some of the techniques mentioned in Chapter 5 can be used by the moderators (ex: the fishbowl activity)

The moderator (or one of the moderators) should regularly take notes during the open discussion, as the points raised will feed into the upcoming SMART Workshop Report.

2. Moreover, the dedicated SMART Workshop Evaluation Questionnaire (see Annex II) will be used in order to quantitatively and qualitatively assess the short-term impact of the training on the participants. In addition to questions related to the measurement of participants' satisfaction with the overall workshop organisation, the evaluation will use the Linkert scale (1 to 5) in order to assess the following aspects of the workshop:

- Usefulness
- Comprehensiveness
- Innovativeness
- Transferability
- Practicality

Keeping the questionnaire short, simple and efficient, including both multiple choice and open questions is key towards motivating the participants' to be engaged and fill it in immediately after the end of the workshop.

The questionnaire will be anonymous and will be administered to all participants translated in their native language if deemed necessary. Google Forms can be used as a more sustainable solution than printing it in paper form, as it will also be easier for the upcoming data analysis.

7. After the Workshop: Follow up

After the realisation of the workshop and the gathering of feedback from the participants, the organising partner will collect and archive correctly all necessary supporting documents and evaluation data.

A Certificate of Attendance (see Annex V) will be personally sent to the email of each participant so as to further foster their engagement and ignite a communication flow that will be beneficial

for the follow up strategy of the project as a whole. Since the goal is to create a network of interested professionals that will act as multipliers for SMART Tourism, quick and regular follow up communication is key.

Each organising partner will analyse the evaluation data received through the questionnaire and during the evaluation section of the Workshop. This analysis together with a short narrative report and the rest of the supporting documents including photos of the event, will be integrated in a concise SMART Workshop Report, the template of which can be found in this document (See Annex IV).

By the end of December 2022, three SMART Workshop Reports will be produced, showcasing the progress of the SMART Workshops in France, Spain and Greece respectively.

ANNEXES

I. Participants List

PARTICIPANTS LIST

SMART WORKSHOP – [COUNTRY]

Project Number: 2021-1-FR01-KA210-VET-000029653

[date and time]

[venue address, city, country]

#	First Name	Surname	Occupation	Email	Organisation	Signature
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II. Evaluation Questionnaire

III. Proposed Agenda

AGENDA

SMART WORKSHOP – [COUNTRY]

Project Number: 2021-1-FR01-KA210-VET-000029653

[date and time]

[venue address, city, country]

Welcome of participants	5'
Getting to know each - Icebreakers – Expectations	20'
Introducing SMART	15'
Open Discussion: existing knowledge & practices on digital tourism	15'
State of Affairs: Digital and Sustainable Tourism in France, Spain and Greece	10'
SMART Practice Manual	10'
SMART Best Practices	20'
Challenges and Opportunities: Fishbowl discussion	30'
Evaluation	10'



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IV. Workshop Report Template

Length: min 2-3 narrative pages, plus photos/ screenshots, diagrams, etc

SMART WORKSHOP – [COUNTRY] REPORT

Project Number: 2021-1-FR01-KA210-VET-000029653

1. Place, date and duration
2. Instructors' Profile
3. Participants' Profile
4. Deviations from the programme (if any)
5. COVID adaptations (if any)
6. Summary of evaluation
7. Testimonials (if any)
8. Outcomes
9. Evidence (signed participants list, agenda, photos)

V. Certificate of Attendance Template

CERTIFICATE OF ATTENDANCE

This is to certify that

[Name and Surname]

has attended the **3-hour** SMART National Workshop
that was organised in the framework of the SMART Project
(Project Number: 2021-1-FR01-KA210-VET-000029653)

That took place on [date]

in [venue address, city, country]

For the organising partner,

Name, Function, Organisation



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