WP3 TRAINING GUIDELINES for all 4 trainings

Train the trainers (N°D3.1)

Enricher

Ulysseus

Work Package:	WP3
Lead Beneficiary:	WP3 Leader: MCI The Entrepreneurial School® (MCI)
Other participating Beneficiaries:	Haaga-Helia University of Applied Sciences (HHUAS), University of Genoa (UniGe)
Due date:	M15
Submission Date:	28.3.2025
Deliverable Type:	Document
Dissemination Level:	Public, online, in English

INDEX

1. Purpose of WP3

As the teaching and learning approaches at the HEIs in the target countries are still rather traditional, there is a need for an introduction of innovative learning methods to upgrade the competencies to match the requirements of future of work and the tourism industry. Moreover, the knowledge about green tourism concepts and sustainable tourism needs to be updated. In the four trainings planned (WP3), new experiential learning methods will be introduced at the same time as tools and knowledge related to sustainable tourism and the development of new green service concepts in the tourism industry are enhanced.

The core of the WP3 was to develop a comprehensive framework for training the trainers (TOT). The aim was to co-design knowledge and a practical capacity-building model on how HEIs in the target countries can enhance the development of innovative new service concepts related to green tourism. This involved a series of trainings for academic staff in the target countries, especially for staff teaching tourism-related subjects. The trainings were based on the results from WP2 and ongoing learning and reflections during the workshops and reporting of WP3. The training was tailored for educators, and it was linked to the strategies for tourism development in the target countries. Thus, the training framework was based on an interactive design between teachers from partner countries, the target countries and industry. In addition, students, as the core actors in WP4 and beneficiaries of this capacity-building project, and their needs were integrated into the learning and training development process. WP3 thus aimed at equipping the participants with a solid understanding of sustainability, service design, pedagogical and business thinking. There were four training of the trainers events. The objective of the trainings was to offer the latest research and insight into the four main themes that underlie the foundation of the project:

- to increase knowledge of sustainable tourism and the role of stakeholders in it
- to gain understanding of the latest service development methods and tools with an application of an experiential learning method,
- and to gain a business mindset with practical tools like the Business Model Canvas to organise work with the Green Tourism Hubs.

WP3 was built on the results of WP2 to develop an understanding of the existing practices related to sustainable tourism and especially the development of new greener services in the tourism industry in Georgia and Moldova. The training plan thus tried to close the identified gaps and training needs. The best practice reports with examples from the partner countries Italy, Austria, and Finland gave further guidance on how green tourism products and services can be developed and played a major part in the first training. The results from WP2 - the status quo reports as well as the best practices report – served as a basis for identifying the training topics in WP3 in more detail.

New green tourism service concepts need to be developed in a systematic way and with concrete tools, while allowing creativity to bloom. Design thinking tools, such as the business model canvas and design sprints, were introduced to HEI staff in WP3 (teachers from the tourism field). Those will be transferred to a larger target group in WP4 and WP5 (staff, students and external stakeholders in the tourism industry) in the later phase of the project. The introduction of new teaching and learning methods that not only aim to improve knowledge about sustainable tourism and the development of new concepts but also to offer concrete skills and tools that students can use in the industry after graduation are offered (in WP4 Green Tourism Hubs). WP4 aim to establish Hubs for Green Tourism at each partner university. The staff trained in WP3 will work in the hubs offering training and coaching to students and external stakeholders in the industry. The WP4 comprises technical identification of equipment needed for the hub, purchasing of the equipment as well as implementation of the trainings and coaching sessions. The organization of the Green Tourism Hubs will be based on a Business Model Canvas of each university, which will be developed during the spring 2025 (based on the ToT4 training).

Based on the ToT trainings, materials and learnings from WP3, all universities will create their own courses and workshops and further train their own students and external stakeholders. The selected materials were translated into the national languages by the two coordinating universities (CU in Georgia and USPEE in Moldova). These materials will then be used in WP4 and WP5. The WP4 leader (USPEE) and WP5 leader (ATSU) will coordinate the activities. All EU partners (MCI, HHUAS and UniGe) developed the training guidelines and materials together. The partners in the target countries will contribute to the planning of the trainings to enable a focus on topics that were of real need.

2. Training of Trainers (TOT) Workshops

The Training of Trainers (ToT) model was intended to prepare new trainers in a particular topic or skill, or with overall training so that they in turn can train others and disseminate the acquired knowledge and skills further.

2.1. Main targets & beneficiaries

The four ToTs were aimed at staff from the Moldovan and Georgian partner HEIs who will be running the Green Tourism Hubs (WP4), with the specific trainees selected based on their relevance to the topic of the ToT. A selection process was based on selection criteria such as the level of connection to the tourism and/or service industry in teaching as well as the level of English proficiency guarantees finding the right candidates (see 2.2.). In total, 18 staff members, 3 from each participating university were trained.

2.2 Selection of participants

One first crucial aspect for the success of WP3 was the selection of the right participants of HEI staff from the 3 Moldovan and 3 Georgian partner universities. To select the right participants, the trainers concluded on a set of criteria on how to select the candidates for the four trainings:

Nominees were selected by their profile
- 1st priority was given to HEI staff with a sustainable tourism focus
- 2nd priority included HEI staff with a more general tourism focus
- 3rd priority also aimed for other social sciences or tourism-related focus like service-management, heritage, agriculture, etc.

Selected people needed to teach tourism courses OR teach in a tourism program and therefore will be able to deliver the content to relevant students in WP4 and WP5.

Nominees were selected by their level of English language
- As the training language was English, a good level of English language skills was crucial for participating in WP3 trainings
- A minimum of B1 was necessary for being considered in the selection program
- The Common European Framework of References for Languages was therefore applied for checking language skills from A1-C2 (see https://europass.europa.eu/en/common-european-framework-reference-language-skills)

Nominees were selected by their scope of employment
- 1st priority was given to internal staff and full professors
- 2nd priority also included visiting professors and part-time staff

All universities had to nominate possible candidates, which were revised by the European trainers. Due to lacking English skills, one nominee was replaced. The Moldovan and Georgian partners were responsible for the selection of the appropriate participants from their respective universities.

2.3 Division of roles

While MCI was WP leader for the whole WP3, all European partners collaborated in planning and delivering trainings and co-creating the guidelines (D3.1) and materials (D3.2) for all four ToT trainings. The final version of the training guidelines was the responsibility of WP leader MCI, under the guidance and supervision of the project coordinator.

Furthermore, the responsibility for establishing the detailed training plan for each of the four training weeks was divided as follows:
- ToT 1 – MCI Tourism
- ToT 2 – Haaga-Helia
- ToT 3 – MCI Tourism
- ToT 4 – UniGe

The training plan also included a detailed outline of each day and session defining the responsibilities amongst European trainers. According to the diverse expertise, sessions were assigned to single trainers (see Chapter 3). Every European university provided 2 trainers for each training week according to each one's academic background and teaching experience. Whenever possible, a focus was placed on an even distribution of sessions per university.

2.4 Training dates and duration

WP3 included the outline of four (4) trainings on the set topics. The first training took place at Akaki Tsereteli State University in Kutaisi, Georgia, and the third one at Comrat State University in Comrat, Moldova. Training two and four were held online (in Zoom). Dates were discussed with all partners during the kick-off meeting in Helsinki and then fixed by April 2024. The training dates were as follows:

No.	Content	Date	Place
Training 1	Sustainability Thinking – theories and framework for Sustainable Tourism	Oct 1-4, 2024	Kutaisi, ATSU (Georgia)
Training 2	Design Thinking – Framework and Service Design Methods	Nov 4-7, 2024	online
Training 3	Service Design in action: Experiential learning methods and tools for competence in green tourism	Jan 21-24, 2025	Comrat, KDU (Moldova)
Training 4	Business thinking and activities: Adopting a business mindset, application of the Business Model Canvas and planning the activities of the Green Tourism Hubs	Feb 3-6, 2025	online

Each training lasted for four (4) working days, around 6-8 hours of daily training (for a total of 24-32 hours of training), combining lectures with related practical exercises (individual and group) and discussions. While ToT1 and ToT3 were held in person, ToT2 and ToT4 were provided online.

2.5 Hosting institutions for ToT1 & ToT3

As already specified in the proposal, two universities were selected to host the training weeks in-person. ToT 1 was hosted in Kutaisi, Georgia, by Akaki Tsereteli State University (ATSU) at the beginning of October 2024. ATSU provided a comprehensive information package for all participants beforehand including the program, information about arrival and accommodation as well as general information about the university, the city of Kutaisi, sights, culinary aspects and local weather reports. This information package helped all participants and trainers to plan their travels accordingly. The program also included two optional excursions, Sataplia Cave and Motsameta Monastery, which participants could book in advance, and which were organised by ATSU. Food was provided on-site for lunch as well as coffee breaks. Also, one traditional Georgian dinner "supra" was organized by host university.

ToT3 was hosted by Comrat State University in Comrat (KDU), Moldova, at the end of January 2025. Also, KDU provided an information package beforehand with useful travel information on accessibility, hotels, the university, the autonomous region of Gagauzia, its main cultural historical sites and events as well as traditional Gagauzian food. Furthermore, also KDU organised all travel from the Capital Chisinau to Comrat for participants as well as one optional excursion to a local winery. As ToT 3 included the Service Design Sprint, KDU also helped in coordinating a local partner for the Sprint defining a challenge, organising a visit on the first day as well as interview partners for both the interviews on the first days and testing on the last day.

2.6 Online delivery for ToT2 & ToT4

While trainings in-person followed a fixed training schedule (see chapter 3), the online sessions provided a more flexible structure. As the feedback from participants was that it was rather difficult to follow an online session for the whole day due to weekly teaching duties, the following schedule was developed for the online trainings ToT2 and ToT4:
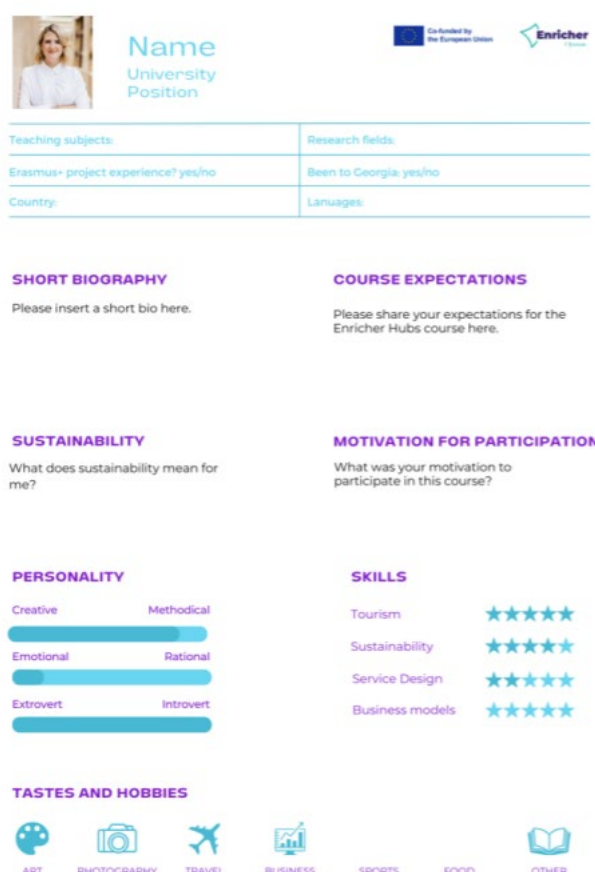
- Morning sessions were mandatory for all participants starting at 10.00am Finnish time (-1 Austria, Italy, +2 Georgia, +1 Moldova) with a kick-off and the presentation of the task of the day.
- Two training sessions followed, which were either live or pre-recorded, and gave participants further input on the task (11.00am to 12.20pm).
- Participants then had the time to work on the task in their university teams. (13.00-15.00pm)
- At 15.00pm at least one representative per university had to present their results, which were then discussed by the group.
- At the end, a short wrap-up and outlook for the next day followed as well as the daily feedback session.

Participants received all planned sessions as calendar invitations beforehand. All sessions were held in Zoom and training material was provided both in Zoom, on MS Teams and in Miro.

2.7 Online Welcome Sessions

To create a strong network of participants and trainers, participants received all the necessary information and were invited to join an online welcome session. As preparation for this first online session, all participants were asked to fill out a persona template about themselves including their professional background, expertise, motivation to participate in Enricher Hubs ToTs, and some personal information in Canva.

Two online welcome sessions were offered for all participants to get to know each other and to communicate some organisational issues. Personas were then used for the first training session in Kutaisi including some socializing tasks to form a better team.

Pic.1. Persona template for ToT participants

3. Training outline

The following training plan included the content for each four-day train the trainer training. Responsibilities were divided among the three European partners for delivering the content of these trainings. While MCI led in training 1 and 3, Haaga-Helia took over the lead for training 2, UniGe led training 4.

The **first training** focused the core of the project, covering the theories and framework for Sustainable Tourism Development. The training covered the social, environmental and economic aspects of sustainable tourism. It also included the stakeholders of sustainable tourism development along with how the UNSDGs can be incorporated by companies to achieve sustainability in the tourism industry. The training also covered a variety of business and destination best practice cases (also from WP2 European best practices) relating to sustainable development in general and sustainable tourism in particular.

The **second training** introduced participants to Design Thinking, its theories and frameworks as well as applications and methods. In Service Design, the idea was to design services in the most effective and efficient way, recognizing the needs of the users and making full use of the capabilities and competences of the service providers. The principles of Service Design (as described in Lawrence et al., 2018) fitted the idea of the Enricher Hubs project extremely well as they are:

- *human-centred* (the customer is in the focus)
- *collaborative* (the methods enhance the 21st Century skills and competencies of collaboration; Service Design is essentially a method for co-creation between the designers and the customers)
- *iterative* (the approach is explorative and experimental, so it is possible to learn by doing and to experiment with new tools), *sequential* (the service should be designed in steps following each other, requiring collaboration, communication and visualisation of the planned actions often through digital means)
- *real* (the challenge comes from a company/industry and has to do with the real business world; also, the prototype must be concrete and be tested by real customers) and
- *holistic* (the designed service should fulfil the needs of customers and stakeholders in the industry in a sustainable way; in the design process, all the touchpoints with the service need to be considered).

Involving the customers in the design process was essential from the start. The second training immersed the participants in the fundamentals of Design Thinking and introduced them to the many methods and tools of Service Design. The topic of the third training, Design Sprint, was briefly covered alongside the other methods used in Service Design, e.g., hackathons and design jams. The pre-assignment for the third training was also be given as the participants will need to study the material in advance for the third training.

The **third training** focused on testing and applying the experiential learning methods (e.g., the Design Sprint) was covered in training two. A detailed timetable was given to the participants in advance. They also had to complete a pre-assignment, which involved reading about the method for this training and preparing for it. After this training, the participants could master the business challenge in the Green Tourism Hubs.

The **fourth training** focused on business thinking and adopting a business mindset for the Hubs for Green Tourism. There was sharing of experiences of similar hubs or centers from other universities and projects as well as more theoretical economic thinking. The training offered insights into the different aspects of business ideas through the tool of Business Model Canvas (BMC). The participants were divided into groups based on their university affiliation. They then thought about the different boxes of the BMC and found concrete solutions for value propositions, cost structure, revenue streams and channels, etc. They used the BMC as a practical framework for developing the hubs. It was important to find ways to involve the local economy and its stakeholders, channels and marketing communications, knowledge and resources in the running of the hubs.

3.1 Training 1: Sustainability & Tourism (Lead MCI Tourism)

Title	Sustainability Thinking – theories and framework for Sustainable Tourism
Proposed topics	• Sustainability • Sustainability & Tourism • Tourism4SDGs • Implementation of Sustainability in Tourism • Challenges from WP2
Date	October 1-4, 2024
Location	ATSU, Kutaisi (Georgia) – ATSU library, T. Tabidze str. #18 floor 2, room #2208
Trainers	MCI Tourism – LEAD (2 trainers) Haaga-Helia (2 trainers & project coordinator) UniGe (2 trainers)

Pre-preparation: September 30th, 2024 afternoon (trainers only)

DAY1: October 1st, 2024 – 10.30-13.00, 14.00-17.00
Venue: ATSU library, T. Tabidze str. #18 floor 2, room #2208

Timetable

9:30 – 10:00	Registration of Participants at ATSU
10:00– 10:20	Welcome Speech by Rector Shalva Kirtadze at ATSU library
10:20-10.30	Coffee Break
10:30-13:00	Training session 1
13:00-14:00	Lunch Break
14:00-15:30	Training session 2
15:30-15:45	Coffee Break
15:45-17:00	Training session 3
18:30	Organised dinner (tbd) TBD

Tourism

10.30 Welcome & presentation of trainers: hanging up personas on wall, making connections (MCI Tourism and Haaga-Helia) - refer to code of conduct from welcome session

- Short welcome, introduction of all trainers and the program
- Reference to the code of conduct from the welcome session (hanging it up on the wall) (Haaga-Helia)
- Reminder of project dissemination activities, including social media
- Intro with personas – each person can make connections to people they already know and explain, how they met them or what they have in common (work, projects, etc.)

10.45 Word cloud for expectations of these trainings (MCI Tourism)
- Short survey on Menti on the expectations of this training
- Reflection in the plenum

11.00 Importance of tourism (size and growth of tourism flows) (UniGe)
- Short description of relevant statistics relevant for market definition
- Discussion on multidimensional elements impacting the definition of different tourism sectors
- Determination of statistics related to the local impact of Tourism and its definition as "sustainable"

11.45 History and Cultural issues for Tourism Development (UniGe)
- Discussion of international thematic networks and the related dynamics of cultural tourism
- Identification of the challenges associated with the reinvention of historical routes
- Critical discussion on the sustainability of tourism practices with respect to both users and local communities
- Assessment of inclusive practices that recognise and valorise cultural heritage

12.30 Personal associations with Sustainability (MCI Tourism)
- What do you personally associate with the term sustainability? Survey on Menti
- Sustainability as a buzzword and its misuse

13.00 Lunch Break

Sustainability

14.00 History of sustainability (MCI Tourism)
- Where does the term come from?
- Possible definitions (individual work)
- Sustainability – a dirty word?
- Strong vs. Weak sustainability

14.45 Sustainability concepts and models (MCI Tourism) discussion
- Group work on sustainability models
- Discussion about equality of triple-bottom-line
- Introduction of Doughnut and Wedding cake model

15.30 Coffee Break

Sustainability & Tourism

15.45 Sustainability & tourism impacts (Haaga-Helia)
- A look at tourism impacts in a destination and group work with the tool of impact canvas. First a short introduction to the topic of tourism impacts, then active group work with the impact canvas to discuss the main impacts of tourism in Georgia and Moldova. The idea is to get an overview of the current situation of the main tourism impacts, both positive and negative ones.

Survey: I liked, I learned, I wish for tomorrow

END 17.00

DAY2: October 2nd, 2024, 9.00-13.00, 14.00-15.00

9:00 – 10:45	Training session 1
10:45-11.00	Coffee Break
11:00-13:00	Training session 2
13:00-14:00	Lunch Break
14:00-15:00	Training session 3
15:00-19:00	Excursion 1 TBD

9.00 Sustainability in the tourism industry? (UniGe)
- Definition of sustainable and responsible tourism in diverse local environments
- Regional Development, Tourism, spillovers, and best practices
- Critical discussion and internet-based exercise on companies' size and local added value: the effect on the sustainability challenge

10.45 Break

11.00 Stakeholders in the field of sustainability (UniGe)
- In class discussion and activity: The role of Demand and Supply in determining local priorities

11.30 Task: Who are the main governance & stakeholders in Moldovan/Georgian tourism? (MCI Tourism) - mix participants from universities in Moldova/Georgia on national level

13.00 Lunch Break

14.00 Trends & changing customer behaviour in tourism (Haaga-Helia)
- In this session the main trends affecting tourism are explored from multiple angles: starting with megatrends and consumer trends impacting the world of tourism, then going into the changes in customer behaviour and how the values are changing as well as the need for sustainability communication. The session will also include many interesting sources to keep up with tracking the trends and changes.

15.00 END

15.00-19.00pm: Excursion 1 – task to do during excursion

DAY3: October 3rd, 2024 – 9.00-13.00, 14.00-17.00

9:00 – 10:45	Training session 1
10:45-11.00	Coffee Break
11:00-13:00	Training session 2
13:00-14:00	Lunch Break
14:00-15:30	Training session 3
15:30-15:45	Coffee Break
15:45-17:00	Training session 4

10.45 Coffee Break

11.00 Who are our main customers in Moldova/Georgia? - Personas & journey/empathy maps (MCI Tourism) - research
- Short explanation of persona and journey maps
- Giving concrete touristic examples
- Group work on personas and their journeys for 2

Tourism4SDGs

9.00 Reflection on excursion (MCI Tourism)
- Depending on the excursion, maybe relating to SDGs
- What was especially interesting? What surprised you? Internal vs. External view?

9.15 Presentation of SDGs Individual Work (MCI Tourism)
- Each participants gets 1 SDG
- Describe the goals, sub-goals of this SDG, reflect on its connection to tourism, its connection to your country, find 2 best practices for this SDG
- 18 participants for 17 SDGs

9.45 Short presentations with posters (prepare templates) (3minutes each)

10.45 Coffee Break

11.00 Individual reflection on criticism of SDGs (MCI Tourism)
- Read the paper
- Reflect on the SDG critique with your neighbour
- Discussion in penal

12.00 Transitions and Tourism Industry (UniGe)
- What are the transitions and how are they impacting tourism?
- Critical discussion of the Ecological, Digital, and Energy Transitions in the Tourism sector: how is this impacting the future of the local industries?
- Focus: Digitalisation and added value for tourism operators

13.00 Lunch Break

Implementation of Sustainability in Tourism

14.00 Sustainability monitoring (MCI Tourism) on worldwide (INSTO networks) and European level – EU Twin transition
- Presentation of INSTO networks and TYSTO
- Role of UN Tourism in Sustainability & Tourism discussion
- Other world-wide initiatives (e.g. GSTC)
- EU Twin transition

14.30 National level: Sustainable Travel Finland + WP2 examples (Haaga-Helia)

The results of the WP2 Best practice report will be shared in the afternoon sessions. First the Finnish example of Sustainable Travel Finland (STF) will show how a national certification programme can inspire companies to aim for sustainability in their strategies and operations. Then the Finnish best practice examples are explored: Sustainable event (Flow Festival), sustainable tour operator (Äksyt Ämmät) and sustainable restaurant (Nolla).

15.30 Coffee Break

15.45 National level: examples from Italy, and WP2 examples (UniGe)
16.15 National level: examples from Austria, and WP2 examples (MCI Tourism)
16.45 Sustainability and Inclusion: Exploiting Tourism (UniGe)
- Theory: Inclusiveness and market opportunities: a new frontier for local tourism players
- Internet based examples
- Critical discussion on Inclusiveness and Tourism

Survey: I liked, I learned, I wish for tomorrow

END 17.15

DAY4: October 4th, 2024 (without HH) - 9.00-13.00, 14.00-15.00

9:00 – 10:45	Training session 1
10:45-11.00	Coffee Break
11:00-13:00	Training session 2
13:00-14:00	Lunch Break
14:00-19:00	Excursion 2

Moldovan & Georgian Challenges from WP2

9.00 Presentation of key outcomes of report from WP2 (Caucasus University)
9.30 Selection of 6 challenges (MCI Tourism)
9.45 Group work on one of the defined challenges (mixing groups)

10.45 Coffee Break

11.00 Continue with group work, connection to SDG (prepare template), looking for best practice examples for your particular challenge (MCI Tourism)
12.00 Pitch of challenges & feedback round (7minutes per group) (MCI Tourism)

Lunch Break

14.00-19.00: Excursion 2 (optional) in the afternoon

3.2 Training 2: Service Design (Lead Haaga-Helia)

Title	Design Thinking – Framework and Service Design methods
Proposed topics	- Introduction to Service Design - Service Design process & methods & Tools - Application of Service Design in Tourism - Research preparations to design sprint
Date	Nov 4-7 2024, in Zoom at 10-16.00 Finnish time (-1 Austria, Italy, +2 Georgia, 0 Moldova)
Location	Online, using MCI Tourism Zoom account
Trainers	MCI Tourism (2 trainers) Haaga-Helia – LEAD (2 trainers) UniGe (2 trainers)

General structure for online meeting

in Zoom at 10-16.00 Finnish time (-1 Austria, Italy, +2 Georgia, +1 Moldova)

10.00-10.45   Kick off and topic for the day (*Mandatory session)*

10.45-15.00   Training videos 1 and 2 and time for individual or group work (30 minutes each, with reading/video/ individual activity associated to help them out with the group activity). Participating in the group work output is *mandatory.*

11.00-11.30   Training video 1 pre-recorded or live session
12.00-12.30   Training video 2 pre-recorded or live session
13.00-15.00   Time for tasks (offline)
15.00–16.00   Presentation and reflection work (*with at least one representative per university)*

Deadline for all the tasks in 30th of November 2024

DAY1: November 4ᵗʰ, 2024, in Zoom at 10-16.00 Finnish time (-1 Austria, Italy, +2 Georgia, +1 Moldova)

Introduction to Service Design and Design Thinking

10.00-10.45   Kick off and topic for the day (*Mandatory session)* (MCI Tourism)
Welcome to training 2
What is service? Service Management History? SL, SDL, CDL?
What is service design?
Introduction to Service Design and Design Thinking
Definition of Service Design and Design Thinking

10.45–15.00   Training session/video 1 (30 minutes) (Haaga-Helia)
Value creation in the contemporary world, why we need SD thinking and characteristics of SD (8 key characteristics of SD, e.g. user centricity, systemic, holistic, co-creative etc.)

Training session/ video 2 (30 minutes) (Haaga-Helia)
Process models of service design – every company has their own model; they use different wording, but it is more and less the same (The Evolution 6(2), The Double Diamond, The Wave, The Hexagons, Moritz Model, Ideo, Stanford D School)

Individual and group work of the day (~45 minutes) (Haaga-Helia)

Objective: To get a glimpse of a service design process and some tools. Each group reads through one part of the process of Moritz service design. The lecturer will assign the part that you are reading.

At 15.00 Each group presents the part of the process to the other groups:

1. So that it is easy to understand (the main point with a couple of phrases, like you would explain it to a 7-year-old kid)
2. Choose 1-2 methods that you can use with this process part and explain them as well. The goal is that by the end of the day, everyone can explain what the service design process is
3. Time for individual reading is 15 minutes, planning the presentation in groups is 30 minutes and the presentation in the afternoon session is 6 minutes.

15.00-16.00 Presentation and reflection of group work 6 minutes/ team
(*with at least one representative per group)* and summary of the day (MCI Tourism)
Daily feedback session & final survey (MCI Tourism)

DAY2: November 5ᵗʰ, 2024, in Zoom at 10-16.00 Finnish time (-1 Austria, Italy, +2 Georgia, +1 Moldova)

Service Design Process, Methods & Tools

10.00-10.45   Kick off and topic for the day (*Mandatory session)* (MCI Tourism) Understanding/Empathy/ Discovery - phase: Research background (MCI Tourism), interviews, observations, co-creation workshops…

10.45–15.00   Individual and group work of the day (~45 minutes): (MCI Tourism) Research methods "TISDD" for Understanding/Empathy/ Discovery – phase

                        Training session/video 1 (30 minutes) UniGe
Thinking/Insights/Define Phase:
Theory of that phase: key insights, how to categorize data, how to turn data to insights (theory of personas, customer journey (this will be needed to use in practice on Thursday), service blueprints, design drivers and HMW) UniGe

                        Training session/ video 2 (30 minutes) Haaga-Helia
Ideation, choosing the best ideas and Prototyping (what is essential in ideation, how to choose the best ideas, what is prototyping all about? Different methods of prototyping) Examples of prototyping from our courses

                        Task - MCI Tourism: Read through Chapter 5 of TISSD (https://www.thisisservicedesigndoing.com/methods) and all the different ways of collecting data. Image you are working with a hotel in your area, which aims at implementing more sustainable practices. How would you structure this research process? Which methods would you apply and how? Draw a rough sketch/outline of your research process outlining the methods applied (at least three methods – see p. 118-126) and justify your choices. Which stakeholders do you involve in this process. Be creative in presenting your results (Word Doc, Canva presentation, video, etc.).

15.00-16.00   Presentation and reflection of group work 6 minutes/ team (*with at least one representative per group)* and summary of the day (MCI Tourism)
Daily feedback session & final survey

DAY3: November 6th, 2024, in Zoom at 10-16.00 Finnish time (-1 Austria, Italy, +2 Georgia, +1 Moldova)

Application of Service Design in Tourism

10.00-10.45   Kick off and topic for the day (*Mandatory session)* Haaga-Helia: Welcome and giving examples from all three European partners (Haaga-Helia, MCI Tourism, UniGe)
Examples of application of service design in tourism (Sustainability examples) – 15 minutes per university

10.45–15.00   Individual and group work of the day (~45 minutes): Get to know of tools designed for enhancing sustainability in service design - What's in it for the welfare of the globe? (Haaga-Helia)

Tools for social sustainability include Futurice's inclusivity canvas, Idean's Cards for Humanity and The Universal Score, and the Liberatory Design Toolkit for designing for equity. Following tools for environmental sustainability and circular economy: Tools for Sustainability and circular economy - Danish Design Center, Tools for sustainability- Circularity deck; Circular Canvas by Circulab. Again, every concept to be shaped is based on financial sustainability. Every team must work through the Business Model Canvas and crystallise the cost and income structure.

Training session/video 1 (30 minutes) UniGe
Example of using personas and customer journeys in tourism in Italy
Inclusive tourism and accessible tourism personas

Training /session video 2 (30 minutes) Haaga-Helia
Example of using personas and customer journeys in tourism in Finland, materials of Visit Finland

Returning the group work in teams folder by 15.00

15.00-16.00   Online talk of M.H. (MCI Tourism) *Mandatory*
Daily feedback session & final survey (MCI Tourism)

DAY4: November 7ᵗʰ, 2024, in Zoom at 10-16.00 Finnish time (-1 Austria, Italy, +2 Georgia, +1 Moldova)

Research Preparations to Design Sprint

10.00-10.45	Kick off and topic for the day (Haaga-Helia)

10.00-10.45   Kick off and topic for the day (Haaga-Helia)
               Wrap-up of the sustainability tools (10 minutes)
               introduction to the task - research Moldova accommodation (MCI Tourism) (*Mandatory session)*

               Task: Based on everything you have learned about Moldova so far (WP2 Status quo report) and the workshop results from last training, choose one of the three categories (Wine lovers & foodies, adventure travellers, festival and event visitors). Try to think about a concrete persona for one of those three categories and work out a rough customer journey for this persona. How does their journey begin (pre-service period), what happens in Moldova (service-period), and how does it end (post-service period). Use the Smaply templates for this task.

10.45–15.00   Individual and group work of the day (MCI Tourism):
               Research of the project that we do in Moldova based on the challenge. Research about accommodation structure in Moldova in general, especially in Comrat. Social media, Tripadvisor, see also Miro-links (Deadline end of November)

14.00-14.30   Training session 1 (30 minutes) Supporting and feedback session (MCI, HHUAS, UniGe)

15.00-16.00   Wrap up of the training ToT2 and outlook ToT3 (Haaga-Helia)
               A short introduction to the Design Sprint: Learning Future Skills, Quality and feedback questionnaire. Comrat presentation, transision to Moldova ToT3

3.3 Training 3: Design Sprint (Lead MCI Tourism)

Title	Service Design in action: Experiential learning methods and tools for competence in green tourism
Proposed topics	• Introduction to design sprint format and challenge • Research phase • Ideation • Prototyping • Final pitch
Date	Jan 21-24, 2025
Location	KDU, Comrat (Moldova) – Comrat State University, Republic of Moldova, ATU Gagauzia New building, Galatsana Street #17, floor 2, Tekwill space
Trainers	MCI Tourism – LEAD (2 trainers) Haaga-Helia (2 trainers) UniGe (2 trainers)

DAY1: January 21st, 2025

Welcome & Visit of GAGAUZ SOFRASI

10:00-10:30   Registration of Participants. Welcome Coffee & Paying Food

10:30-11:00   Welcome Speech
- Rector of KDU
- Vice rector for science and international relations

Tourism destination management: evidence from Gagauzia autonomous region (short presentations)
- General department of Economic and Tourism development

11:00-13:00   Training session 1: Welcome and Research Prep, Research question (MCI Tourism)

13:00-14:00   Lunch Break

14:30-15:30   Training session 2: Green tourism services: field experience from Ethno-touristic complex "GAGAUZ SOFRASI" (Congaz village), LARA TOUR Agency, Director L.S.
https://discovergagauzia.md/en/attractions/
Presentation of challenge: How can Gagauz Sofrasi develop local green tourism routes for transferring their cultural heritage knowledge to guests and locals?

15:30-16:00   Coffee Break

16:00-17:30   Research phase – doing interviews (MCI Tourism)
(family members, staff, guests, RDA, Tourism department (Department of Economic Development and Tourism of ATU Gagauzia), Local Active Groups representatives, suppliers, environmental groups, etc. Debriefing + feedback.

18:00-20:00   Organized Dinner
Ethno-tourist complex: tasting of local cuisine

DAY2: January 22nd, 2025

Research phase

(Tekwill space)

9:30-10:45	Training session 1: Desk research (UniGe) Different ways to do desk research. Academic sources and grey literature.
10:45-11.00	Coffee Break
11:00-13:00	Training session 2: Continuing Desk Research and starting with Research wall (Haaga-Helia) Experimenting with sources and tools.
13:00-14:00	Lunch Break
14:00-15:30	Training session 3: Building research wall, extra research (Haaga-Helia)
15:30-16:00	Coffee Break
16:00-17:00	Key insights & HMW questions (MCI Tourism) (end of problem space) Debriefing + feedback.

DAY 3: 23rd of January, 2025

Ideation & First prototyping

(Tekwill space)

9:30-10:45	Training session 1: Ideation (Shitty first draft + Crazy 8, Lotus Blossom, Octopus sorting) (Haaga-Helia)
10:45-11.00	Coffee Break
11:00-13:00	Training session 2: Start prototyping Service Ad, first testing with guests & concept sketch (UniGe & MCI Tourism) Based on three ideas.
13:00-14:00	Lunch Break
14:00-15:30	Training session 3: physical prototyping (Desktop Walkthrough, Cardboard prototyping, Wireframe, Marvel for App development, Roleplays) (MCI Tourism) Two ideas.
15:30-15:45	Coffee Break
15.45-17.00	Training session 4: Prepare testing (MCI Tourism) Two ideas. Debriefing + feedback.
18.00-20.00	Field experience from VINURI DE COMRAT (tour & dinner of the historical part of Vinery, ancient cellars of the 19th century, tasting rooms, photo session in national costumes)

DAY 4: 24th of January, 2025

Prototyping & final pitch

(Tekwill space)

9:30-11:00	Training session 1: Testing both ideas with experts (MCI Tourism)
11:00-11:45	Training session 2: Preparing presentations (UniGe) Present one idea or combine the two ideas.
11.45-12:00	Coffee Break
12:00-14:00	Presentations & closing session (Filming, moderation, timing) Pitch of 3 minutes each + evaluation Small award + certificate Transition to ToT4 (UniGe)
14:00-15:00	Lunch Break
15.00-18.00	Departure to Chisinau (according to own schedule or can be organized)

3.4 Training 4 Content: (Lead UniGe)

Title	Business thinking and activities: Adopting a business mindset, application of the Business Model Canvas and planning the activities of the green tourism hubs
Proposed topics	• Business Model Canvas (BMC) • Sustainability layers in the BMC • Development of concrete business ideas • Getting funding for the hubs • Events and trainings for different stakeholders
Date	February, 3-6, 2025
Location	Online, using MCI Tourism Zoom account
Trainers	MCI Tourism (2 trainers) Haaga-Helia (2 trainers & project coordinator) UniGe – LEAD (2 trainers)

Apart from the first day, the training will be organised as follows:

- o 09:00 (CET) - Kick-off: 15'-30' synchronous introduction in the morning so to explain the task for the day (Please click on Zoom link)
- o 14,30 (CET) – 30' Feedback on the task completion and discussion on how to apply findings to local Enricher Hubs

Mentoring is offered throughout the day (i.e. availability for discussing specific issues with the groups) by European trainers. Special slots are envisioned for meeting each group. All universities will be assigned a supervisory team. Each university needs to be represented in synchronous activities and all team members are expected to contribute.

DAY1: February 3rd, 2025

Introduction to Tourism Business Model issues

9.00-9.15: Introduction: presentation of the week, matching of university, next steps (Haaga-Helia)

9.15-9.30: Introduction to Tourism Business model (UniGe)

9.30.-9.40: Presenting the Ulysseus MCI Innovation Hub (MCI Tourism) & Pre-recording of Ulysseus AI Hub (Haaga-Helia)

Main topics:

- Business Model Canvas – Applications to Hubs and Tourism activities
- Discussion on applications and business cases
  - o Link to best practices
  - o Link to local challenges
- Business models and sustainability layer
- Marketing, Destinations strategies, and Local resources

TASK: From the discussion (and material provided) on business cases a group work will be introduced: each University should start preparing the business model of a potential "Green Tourism Hub" for the promotion of local tourism (UniGe).

What is the value proposition? What are the key elements to be highlighted?

14.30-15.00: Feedback and lesson to be learnt (UniGe).

DAY2: February 4th, 2025

Sustainability and business elements

9.00-9.30: Embedding the Business model into Tourism training, research, and industry (Haaga-Helia)

Main topics:
- Linking Resource management to business ideas
    - Over-exploitation challenges
    - Phases of tourism
    - Cultural and historical elements as key exploitable resource
- Case study analysis (discussion on local best practices and how to exploit local resources)
- Presentation material of Haaga-Helia Commercial Services
- Facilitation and Group work

TASK: which activities could be embedded into the Hub business model in order to assess and solve local challenges? What are the main users/customers? What are the main providers? How is the "supply chain" and local context affect the Hub activities? (Haaga-Helia)

14.30-15.00: Feedback and lesson to be learnt (MCI Tourism)

DAY3: February 5th, 2025

Resources and Needs

9.00-9.30: Setting up the Hub (MCI Tourism)

Main Topics:

- Software, needs, constraints
- Space and reading material
- Innovating the training approach

TASK: Planning Hub resources and link with current delivered teaching programmes at each University. Which tools and resources would be needed? (MCI Tourism)

14.30-15.00: Feedback and lesson to be learnt (MCI Tourism)

DAY4: February 6th, 2025

Making the Hub "sustainable"

9.00-9.30: Getting Funded (UniGe)

Main Topics:

- Funding streams and options
- Start-ups in Tourism industry
- Gaming exercise on how to sell ideas
    - Building-up the Green Tourism Hub
- Linking funding to business models and ideas
- Facilitation and Group work

TASK: Which funding streams are available and how to define incentives and activities to boost trainee entrepreneurship? How could you convince classmates to invest in your own idea? (UniGe)

14.30-15.00: Feedback and lesson to be learnt (UniGe)

15.00-15.15: Wrapping up and plans for WP4 (Haaga-Helia)

4. Feedback from participants

To keep the quality of the trainings high and being able to react quickly to any kind of issue, various feedback circles were included in all training. All this feedback was coordinated together with WP7 (quality and risk management) leader. This included the following formats:

- **Daily feedback:** On each training day 1-3, not matter is in presence or online, all participants were asked to fill out a short online questionnaire always including the same three short questions: I liked, I learned, I wish for tomorrow. This feedback was provided to all trainers by the end of each day in order to react already during the ongoing training week.

- **Feedback per training:** At day 4 of each training, the link to the official feedback survey was provided to all participants. The online survey was developed by UniGe's WP7 leader together with the European trainers and included much more detailed feedback on the trainings, trainers, training material, methods applied, training facilities and rooms, etc.

- **Additional feedback in presence**: At ToT1 also a personal feedback round was included at the end of day 4. This gave all participants the possibility to share their experience and discuss their learnings in more details and a qualitative way.

- **Written feedback as learning journey:** As a summary of their experience of the Service Design Sprint, participants were asked to reflect on their learning journey of ToT3. This included their expectations of this training at the beginning of ToT3 on day 1 and their learning experience throughout the four days of the Design Sprint reflecting on highlights and pain points.

All those different feedback rounds helped the trainers to react quickly to pain points and adapt accordingly to keep the quality and satisfaction of participants high.

5. Providing training materials

Training materials (ppt presentations, practical exercises materials, handouts, reading materials and videos) were produced in English and provided to participants initially on MS Teams. Due to several technical issues, training material was also shared on Miro (ToT3 & ToT4) or directly in Zoom (ToT2 & ToT4). The material was translated into the national language by the coordinating university (CU and USPEE). By providing most of the training material as Power Points, participants, which will become trainers in WP4, and transfer the knowledge to students and further stakeholders at their respective university and region, will be flexible enough to select content, adapt it to their needs and integrate local specifications of the touristic product of their country.

6. Innovative teaching methods

Throughout the trainings, participants learned to work with innovative learning tools and got to know new teaching methods.

- This started already with the preparation of the online welcome sessions where each participant was asked to create their personal persona from the Canva template.
- In the first training session, participants already had the chance to work with the collaborative working platform of Miro. Innovate teaching approaches also included the trend and impact canvas of Haaga-Helia or the SDG World Café format of MCI Tourism.
- The second training provided many tools concerning Service Design methods with Haaga-Helia providing the Service Design toolbox of their Lab 8 with many templates.
- In the third training participants could experience what they had learned in theory in ToT2 in Comrat in practice. Going through a 4 day Design Sprint and working with a real-life challenge of the partner company "Ethno-touristic complex Gagauz Sofrasi" helped participants to understand the single phases of a Design Sprint and got to try out various methods such as contextual interviews, observations, research walls, the crazy 8, using AI tools for idea generation, an idea portfolio, and various prototyping methods.
- In the last training HEI staff learned about the Business Model Canvas and how to use this tool for creating their Green Tourism Hubs and hub activities at the respective university in WP4 and WP5. Furthermore, the MCI Learning Solutions provided a good overview of innovative learning techniques and tools including AI applications in a guest speech.

Throughout the training, participants thus did not only learn about innovative learning techniques and tools but could try out and experience them themselves. This provides them with a vast range of options to choose from for their own teaching in WP4 and WP5 and beyond for their daily work.

7. Connection to other WPs

As already mentioned, WP3 is closely related to WP4. By already forming a strong network amongst trainers and participants through the four trainings helps to have social connections and further work together in the future. Therefore, especially the social and optimal side program and visits were crucial to build up those strong networks between universities and countries. Furthermore, separate WhatsApp groups for trainers only and all participants including trainers were installed for quick communication, reminders, etc. To make sure that the connection remains throughout WP3, a mentoring system was installed between the European trainers and the Georgian and Moldovan participants:

- ATSU and UPSEE are supported by HHUAS
- CU and KDU are supported by MCI
- TeSaU and MSU are supported by UniGe

In the last ToT4 meeting, all partners agreed to have a follow-up meeting and thus prolonging the WP3 and fostering the transformation of WP3 to WP4. This extra meeting builds on the work completed on the Business Model Canvas development during ToT4. As it is important to further work on this business model and implementation of the hubs, the current status quo of carrying out the hub opening and activities for making Green Tourism Hubs working will be discussed, open questions solved together, and experiences shared.

WP3 furthermore had a strong connection to WP6 as mainly the trainings in presence were ideal for producing content for the project for the Enricher Hubs project website, and social media. This included photos, but also video interviews with all partner universities.

Feedback from all four trainings were very positive. The feedback of all four trainings were delivered to the WP7 leader.