



## Intellectual Output 01

Skills and Competence profile of professionals in the field of tourism. Opportunities and challenges in local tourism development.

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# INTRODUCTION

The compilation process of the information gathered for this document happened in times of the worldwide outbreak of Covid-19 pandemics, which started early March 2020 and has not finished yet. The pandemic has brought the world to a standstill, and tourism has been worst affected of all major economic sectors. Three of the four partners in this project come from countries, where tourism is a driving force of their economies and are especially affected by this crisis. Our project deals with flexible up-skilling opportunities in the field of tourism and this, unforeseeable event has made our partnership adapt to the current needs of our main project targets: professionals in the field of tourism.

The present report gathers the outcomes of several activities that have been undertaken in the framework of the European project “Flexible Up-skilling pathways for professionals in the field of tourism” (2019-1-SK01-KA204-060777). The project is a Key Action 2 in the field of adult education, co-funded by the Erasmus+ programme and led by the Slovak organisation Klaster Regionálneho rozvoja (Cluster of Regional Development) and four partner organisations: Centro Superior de Formación Europa Sur (Spain), Institute of Entrepreneurship Education (Greece), Città Metropolitana di Catania (Italy) and parkPark (Slovakia).

The project has a double aim: on the one hand, to identify the skills and competences gaps in the tourist sector and on the other, to promote flexible up-skilling pathways for professionals in the tourism sector and provide them with an appealing and interactive programme that will combine the use of technology with flexible learning environments.

The activities that were necessary to collect all the information in this report took place from the beginning of March to end of June 2020 and were developed under the guidance of Cluster of Regional Development (KRR) in four EU countries: Greece, Spain, Italy and Slovakia.

The main aim of this report is to:

- **Identify opportunities and challenges in local tourism development** and identify the existing competence profiles of professionals working in the Tourist industry;
- Identify the **gaps and learning needs** with the support of design and collection of interviews and surveys;
- **Set the basis** for the design of a tailored training on tourism promotion that will be developed in the next project phase.

To collect the information available in this document, partners were requested to draft a desk research in each participating country, responding to the following aspects:

- A brief overview of tourism in the participating country: challenges & opportunities;
- Profile of the professionals working in the field of tourism;



- Existence of an official competence profile in each participating country.

This research was a starting point for a better understanding of each partner country's context as well as to determine the most interesting areas for the survey collection activity. Initially, we were aiming at organising focus groups rather than sending surveys but given the COVID-19 pandemics and the social distancing in all participating countries, we finally chose the online survey option.

If you are interested to find more about the outcomes of the desk research, please click on the following link: <https://drive.google.com/drive/folders/1nmrmSiAten43ZPYPQLrHAIW4IkCVkOjS>

In order to obtain the information for this comparative report, partners designed and collected surveys for both professionals in the field of tourism and for clients, consumers of these services. The overall objective was to identify gaps and learning needs of professionals working in the field of tourism promotion and help in identifying the skillset needed to draft the contents of the FlexiTour course, which will take into account the main findings of this document.

Here below, you will find the main conclusions of our work. For more information about our project, please visit our website: <https://flexitourproject.eu/project/>

## COMPARATIVE STUDY

### Introduction

As part of the research activities, partners designed two questionnaires to collect feedback from stakeholders and consumers of tourism services. Each partner was requested to collect at least 10 respondents from each target group. Their answers will be used for the development of the tailored training that will be developed in the intellectual output 2.

The participating organizations were required to perform the following recruitment actions:

- To provide feedback to the draft questionnaires in the English language;
- To translate the questionnaire from English into the national language of each partner organization,
- To distribute the questionnaire internally and externally in order to maximize the engagement potential. Social media were strongly advised for dissemination purposes;
- Identify professionals providing services in the field of tourism promotion, specifically in the area of tourism event management and contact them personally as it is the most effective recruitment strategy.

By performing the abovementioned actions, partners were able to collect a total of **57 answers from professionals and 61 answers from tourists**. Each partner produced a national report in English language summarizing the key interview results, including a list of basic skills so that KRR could analyse the data and deliver this consolidated report.



Areas covered in the questionnaire, sub-areas and main aims are to find below:

QUESTIONNAIRE FOR PROFESSIONALS – 53 QUESTIONS IN TOTAL – 57 answers		
AREA	SUB-CATEGORY	RESULT
<b>1. PROFILE</b>	Country, gender, experience, employer	profiling
<b>2. TOURISM PROMOTION</b>	Events: organisation, frequency, size, effort, targets, etc.	Marketing needs
<b>3. SPONSORSHIP</b>	Funding, external partners, outsourcing.	Funding needs
<b>4. DIGITAL MEDIA</b>	Relevance, frequency of use, proficiency of use, training needs, investment, social media	Efficiency of use for promotional purposes. Identification of gaps in the field of ICT.
<b>5. TRAINING NEEDS</b>	Staff profile, availability of training, training needs, up-skilling opportunities	Identification of gaps in several skills areas.
<b>6. IMPACT ASSESSMENT</b>	Evaluation of events, lessons learned.	Identification of skills gaps.

QUESTIONNAIRE FOR TOURISTS – 21 QUESTIONS IN TOTAL- 61 answers.		
AREA	SUB-CATEGORY	RESULT
<b>1. PROFILE</b>	Country, gender, preferences in leisure, places, promotion activities	Profiling of clients. Identification of gaps in the area of promotion



<b>2. IDENTIFICATION OF SKILLS GAPS</b>	Quality of T-services, customer-service, skills & competences of professionals, strengths & weaknesses	Identification of skills gaps
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## PROFESSIONALS IN THE FIELD OF TOURISM

### Introduction

- **Organizers:** IED – The Institute of Entrepreneurship Development, Città Metropolitana di Catania, CESUR, Klaster Regionálneho rozvoja.
- **Country:** Greece, Italy, Spain, Slovakia.
- **Place:** Online using Google Forms translated into Greek, Italian, Spanish and Slovak.
- **Date:** The online questionnaire was available from the end of May until the end of June 2020
- **Number of participants:** 57 professionals
- **Profile of participants:** professionals working in the field of tourism (public and private), travel agents, tourism educators, among others.

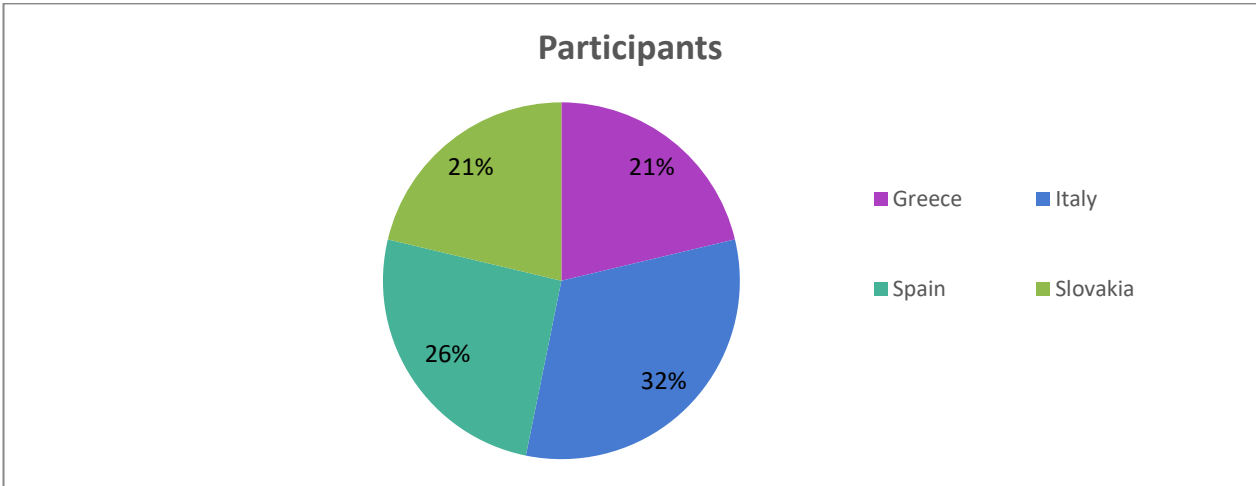
### Respondents Profile

#### Participants

A total of 57 participants responded to the survey in all participating countries: 32% were from Italy, 26% from Spain, 21% from Slovakia and 21% from Greece.

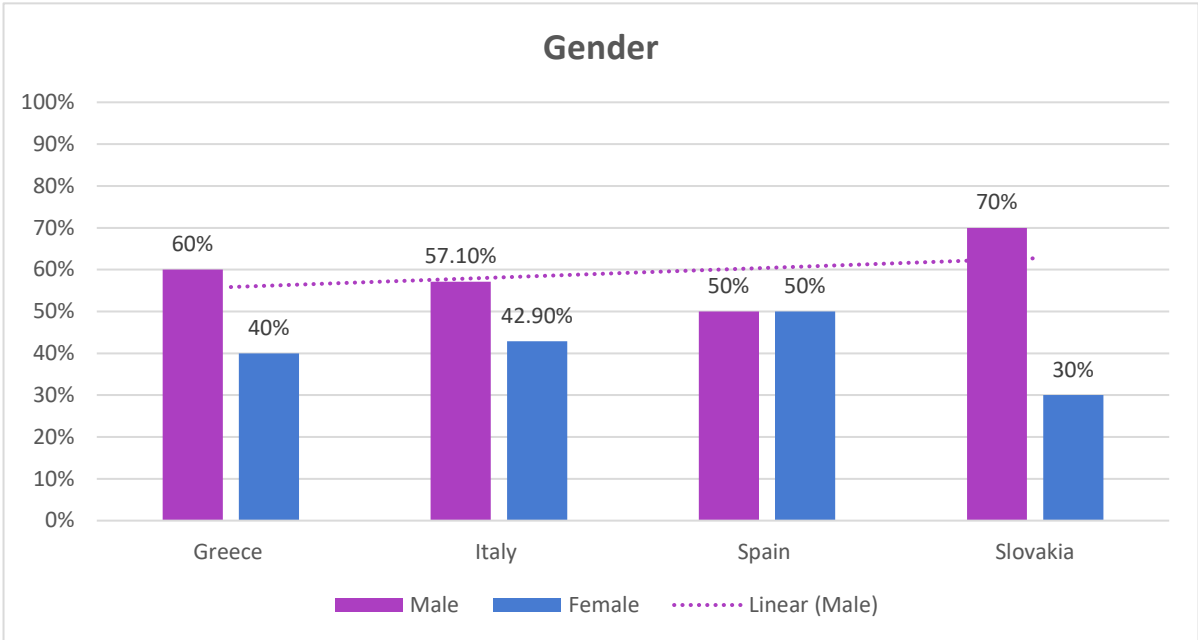






**Gender**

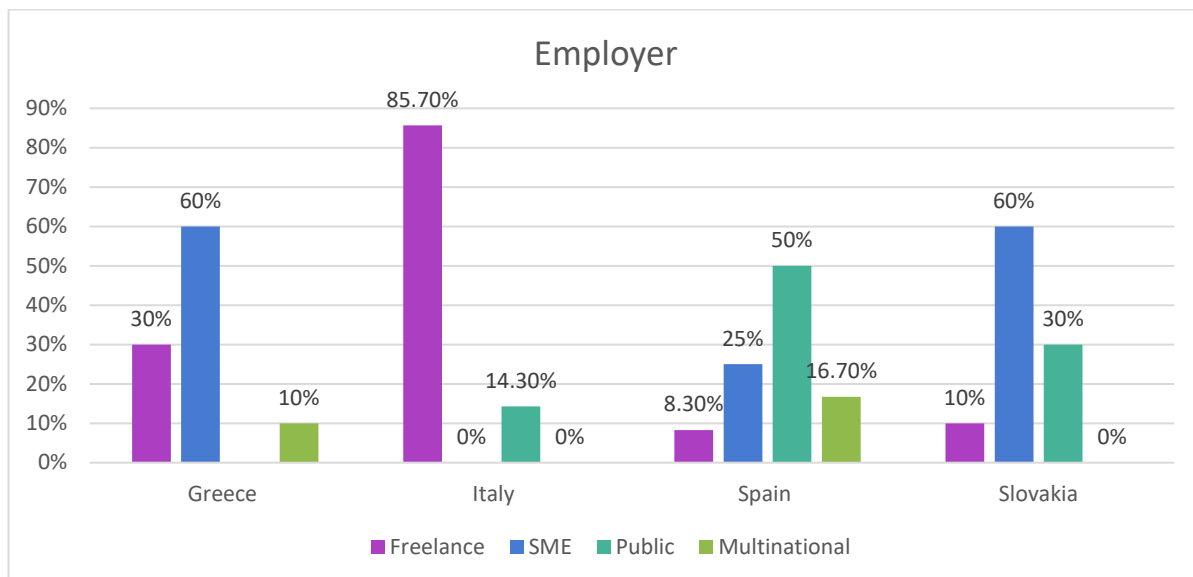
Male respondents dominate our survey as can be seen in the graph below: 70% respondents in Slovakia, 60% in Greece and 57% in Italy were male respondents.



**Employer**

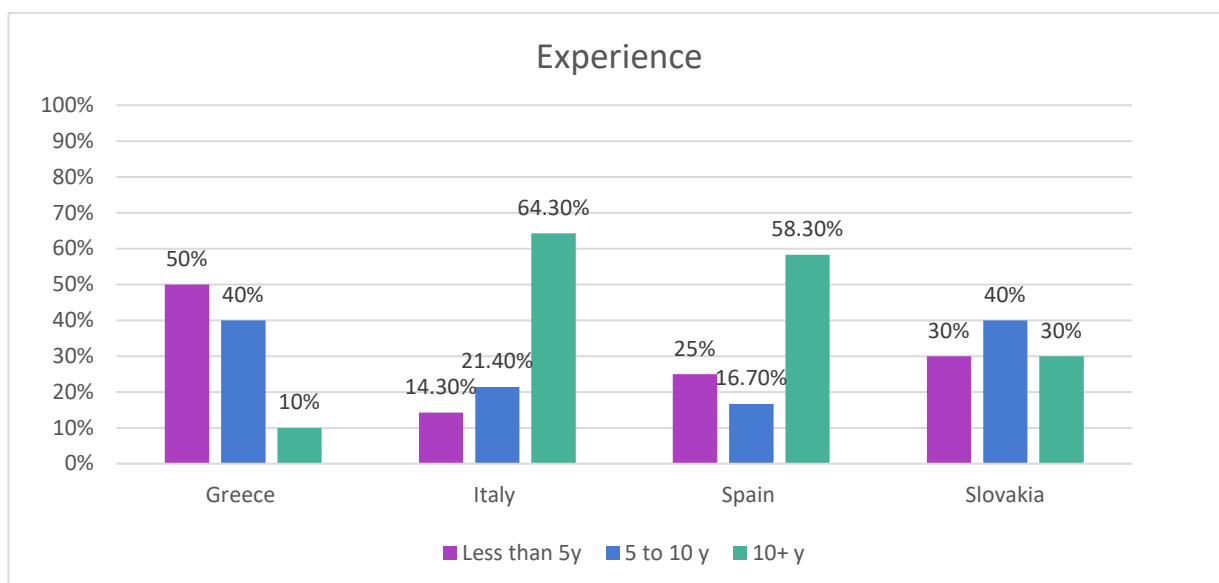
Regarding the respondent’s employer organisation their profile varies considerably depending on the country. While in Italy most respondents were freelance service providers (85,7%) 60% of Greek and Slovak responders were SME employees while 50% of Spanish respondents worked for a public service provider.





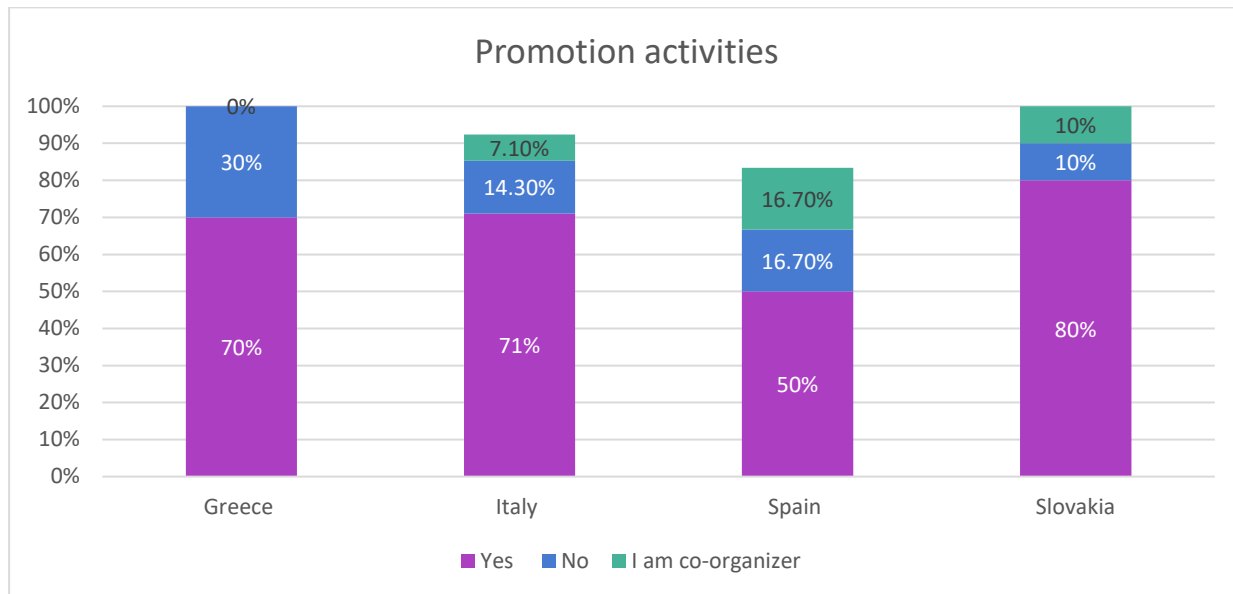
#### Experience in the field of tourism

Experience in providing services also varies. It is interesting to note that 64,3% of Italian and 58% of Spanish respondents have more than 10 years of experience in providing services in the field of tourism, while 50% of Greek responders have less than 5 years of experience in the sector.



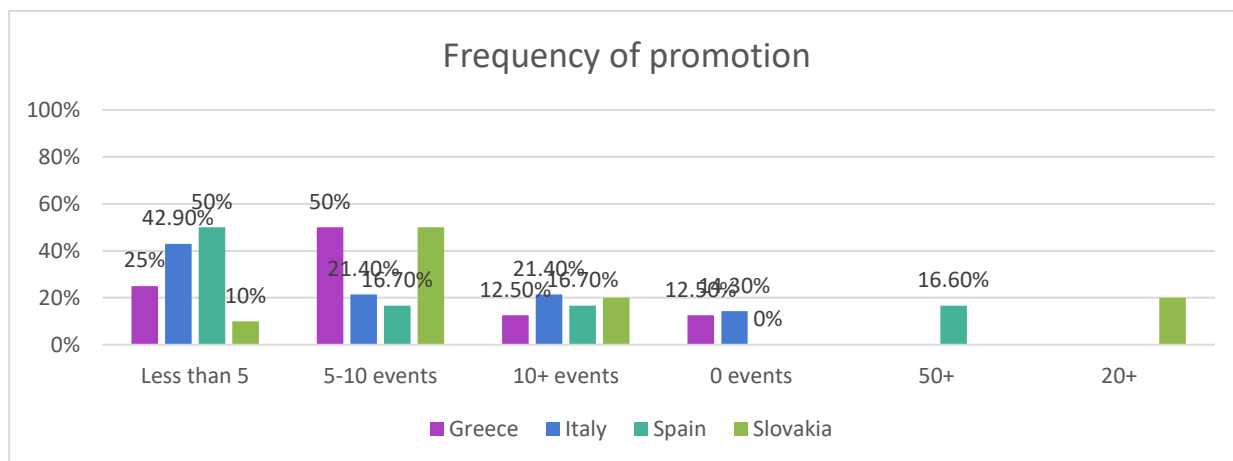


Promotion activities



In average, 67% of the respondents organize promotion events while 17,75% don't organize any promotion event. There is only a little amount of organisations that co-organise promotion events with other entities. The number of events per year varies considerably between countries as well as the aim of these events and their duration. Usually, the events last one full day and take between a couple of days and a couple of months to organize. All depends on the size and complexity of the promotion event.

Frequency of the promotion activities

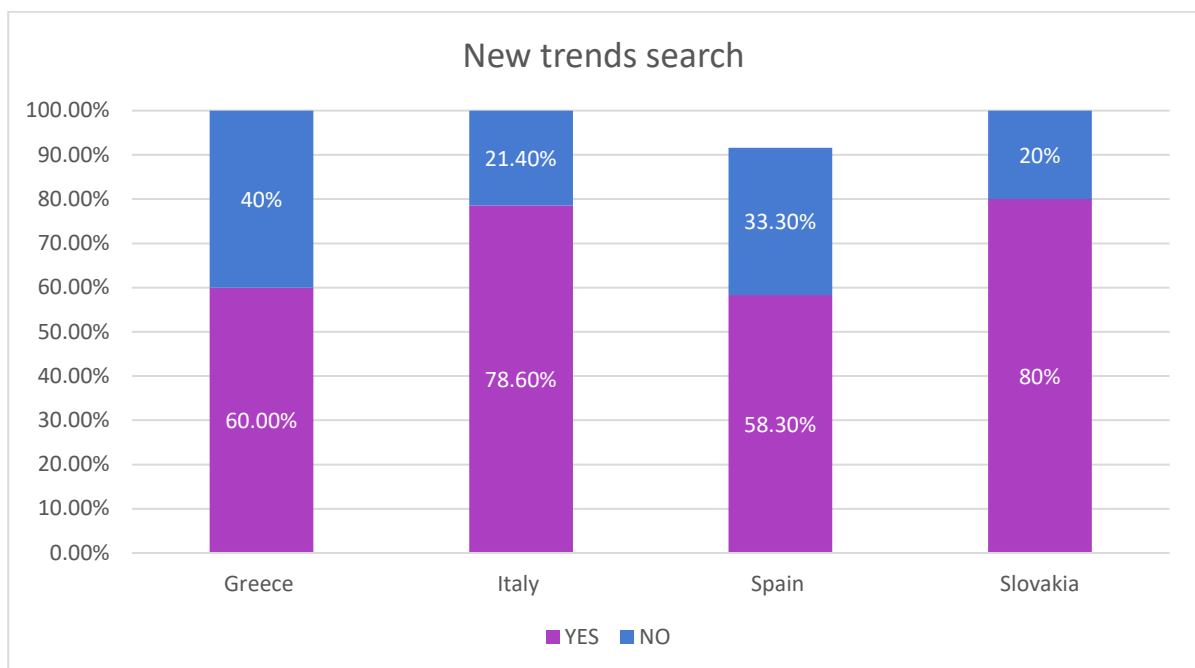


In terms of frequency, 50% of Greek and 50% Slovak respondents organize between 5 and 10 events per year, 50% of Spanish respondents stated to organize less than 5 events per year. 20% of Slovak respondents organize events for more than 20 people.

The preparation time of the majority of events ranges from 1 day to one week with some acceptance like big events (1-2 months) and small events that are frequently repeating (preparation around 20min) 80% of those events are repeating at least on yearly basis.

55% of the events organized in all four countries target all audiences. In general, there is a small proportion of targeted promotion to young or seniors/elderly people.

Social media is currently a strong source of inspiration as 63,4% of respondents stated that they get inspired by the social media advertising for promotional purposes. 71% of respondents do usual research for new trends in tourism promotion, while 28,6%% of respondents don't.

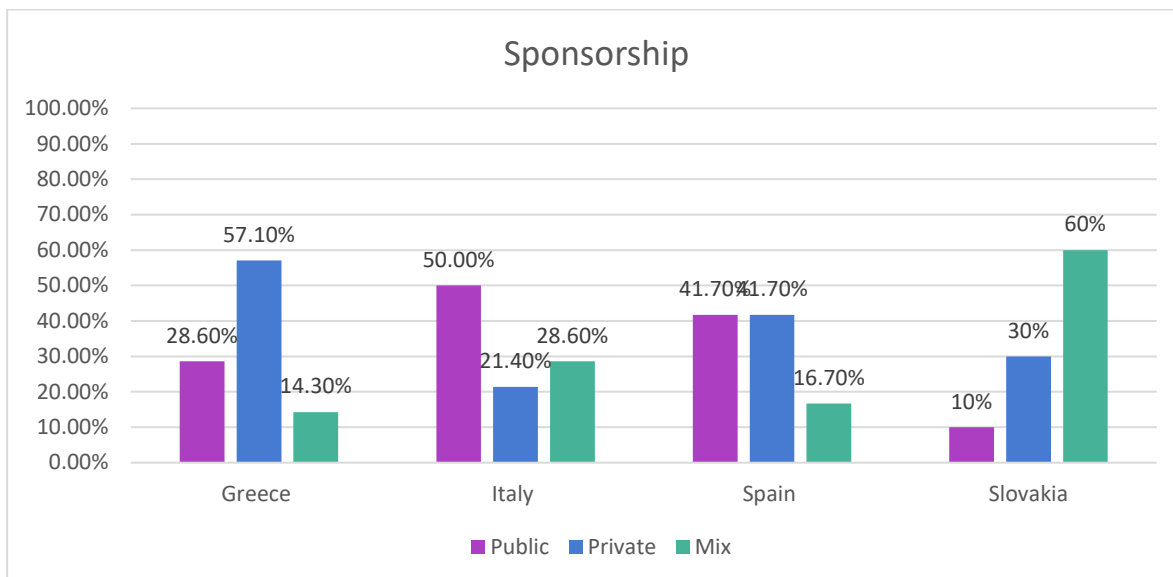


## Sponsorship / Revenues

### Financing promotion events

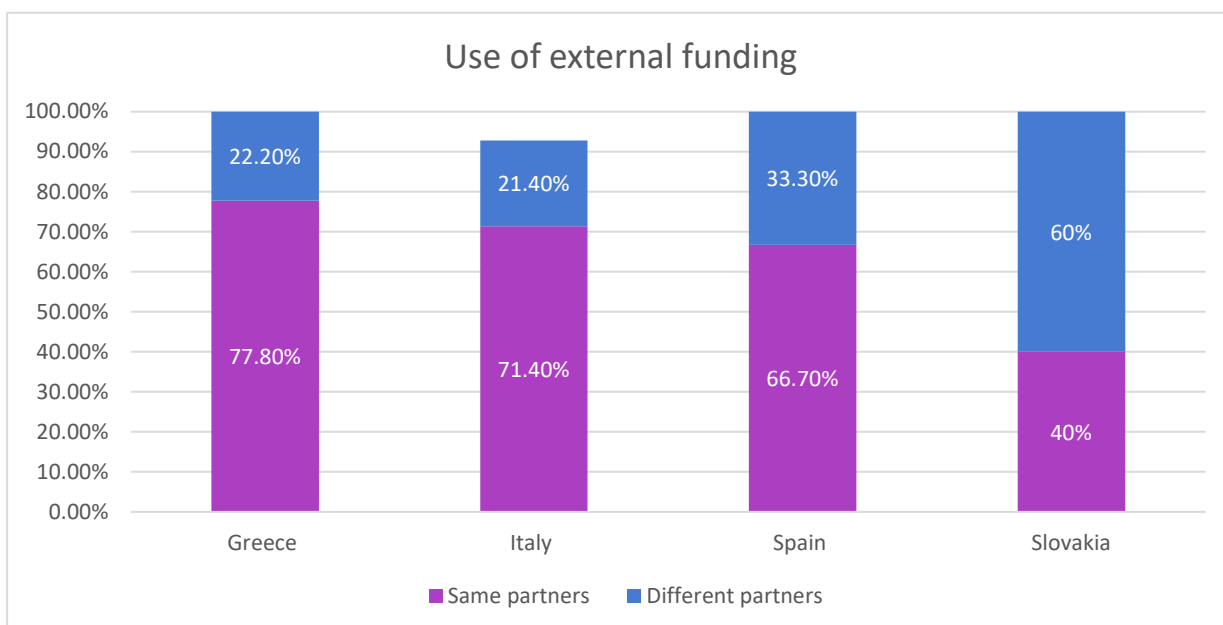
It is interesting to note that private funding is the most common way of promoting tourism services. This kind of funding includes mostly company resources and sponsoring. While the distribution between public and private funding is equal in Spain, private funding is the most used formula in Greece as well as in Slovakia and public funding in Italy. Slovak professionals complained about the insufficient support from the Government and the public institutions.





### External funding

When asking participants about their consideration of financial assistance, 64% of the respondents use the same partners for funding while 36% use different funding partners, depending on the activity type. While respondents in Greece, Italy and Spain use to a greater extent the same financial partners, Slovak respondents change more often.

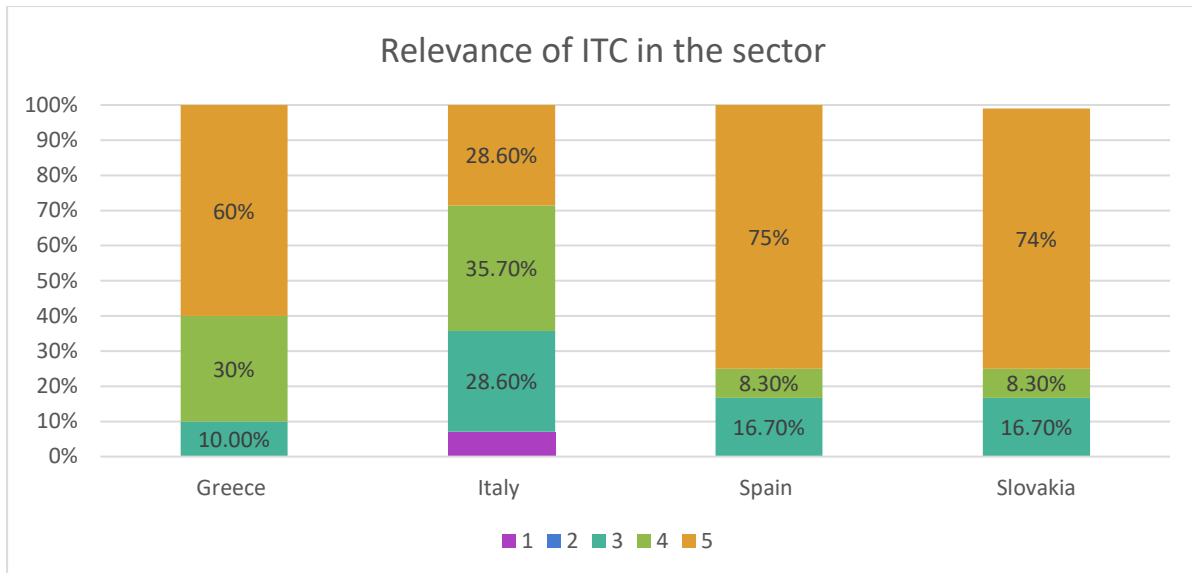


In average, multi-level funding is for 44,2% a necessity and for 55,8% an option. It is interesting to highlight that multi-level funding is a necessity for 77,8% of the Greek participants while just a few of them (22,2%) believe it is an option.



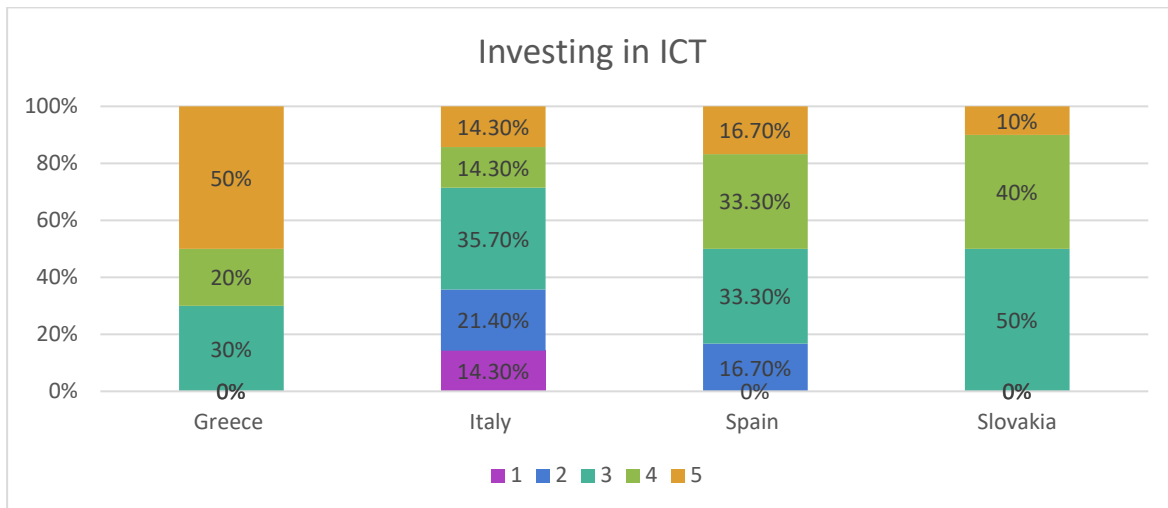
To find out if digital media and tools are being used adequately and appropriately among professionals in the tourism sector, questions about relevance, frequency of use, training in the field of ICT and investment capacities were made in the four participating countries. According to our respondents:

Relevance of ICT in the Tourism sector



A consolidated 59,4% consider ITC as highly important in the tourism sector. 50% of respondents use technology in their business or daily work, 32% use it frequently and 12,5% use it quite often. As we can observe, technology has become an integral part of the professional working life of the tourism sector. Only in the case of Italy, 21,5% of the respondents stated that they use it “sometimes”. Most participants (78,4%) know how to look for new digital trends opposed to only 21,6% who don’t know where to look for. As to their investment in digital tools:

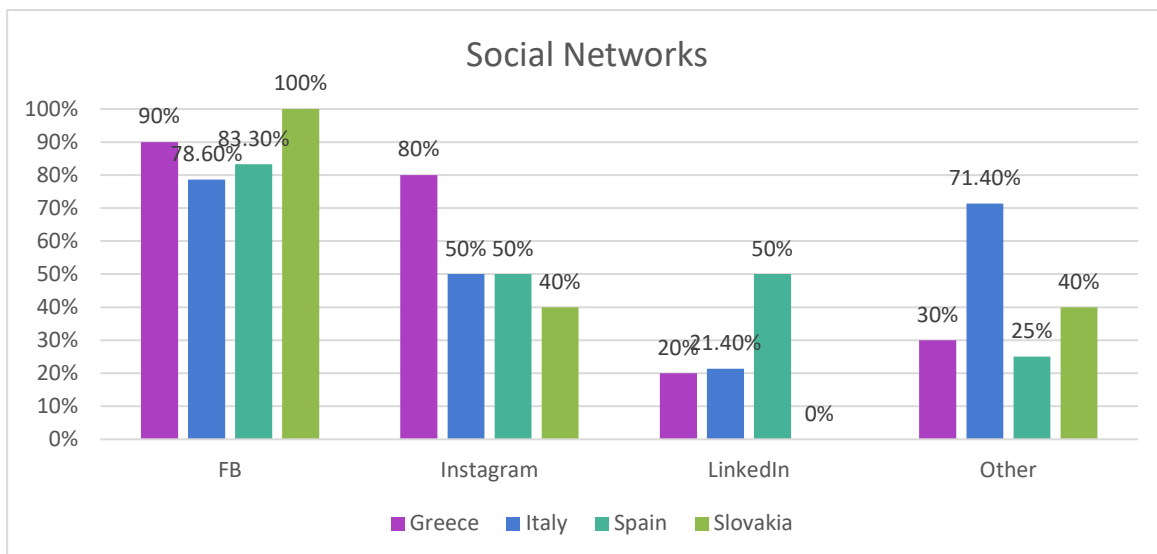




Despite the positive results collected above, **52% of respondents do not receive ITC courses** on a regular basis to improve their digital skills.

#### Tourism promotion through social networks

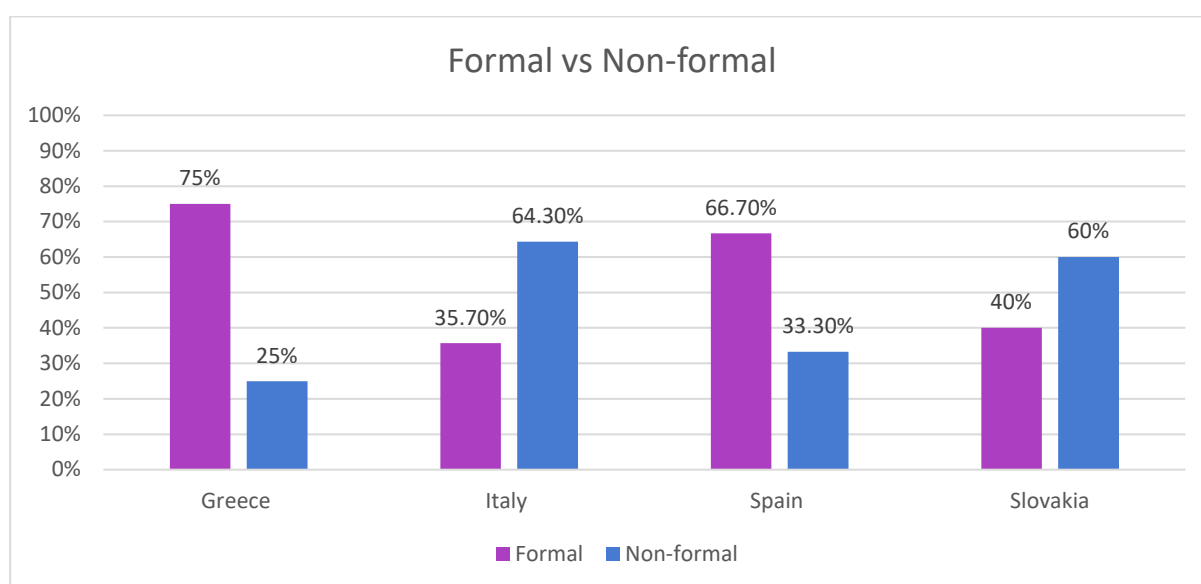
63,4 % of the respondents use social media for promotional purposes. When it comes to a specific social network, Facebook is still the most popular network for promotion purposes. All Slovak respondents use FB, followed by 90% of Greek, 83,3% Spanish and 78,6% Italian respondents. FB is used along with other social networks such as Instagram and other social networks



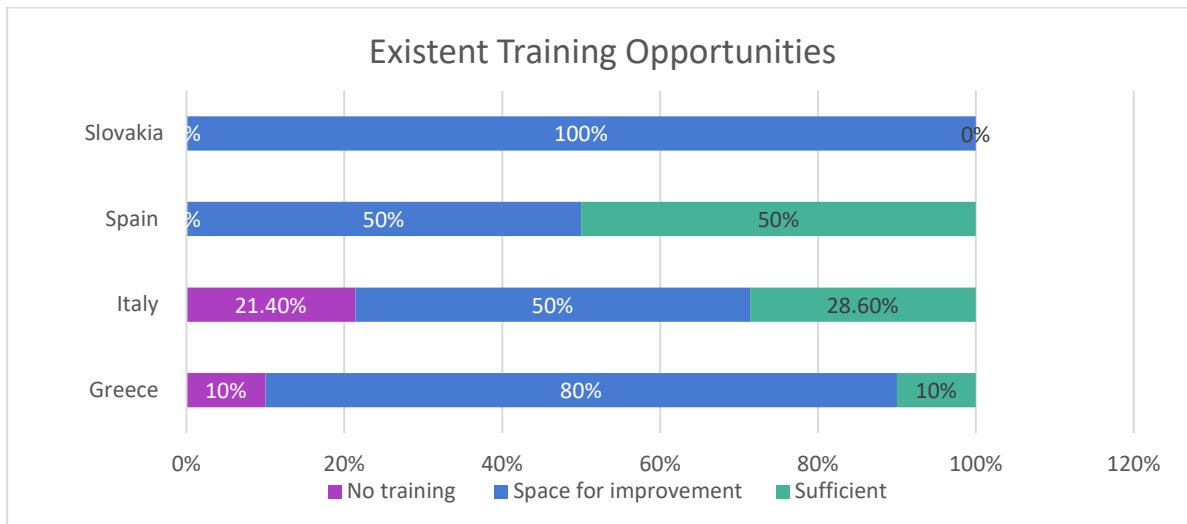
### Existent Training Opportunities

Questionnaires for professionals also dedicated a section for organizational and training needs in the field of tourism. In order to better understand their internal organization, they were asked about the contract type. Most professionals interviewed were full-time workers (65%). In the case of Spain, 91,7% of all respondents were full-time workers.

When asked about the kind of learning opportunities offered, 54,3% of the opportunities are formal while 45,7% are non-formal. It is interesting to note that while most opportunities offered in Spain and Greece are formal, in Slovakia and Italy are non-formal.

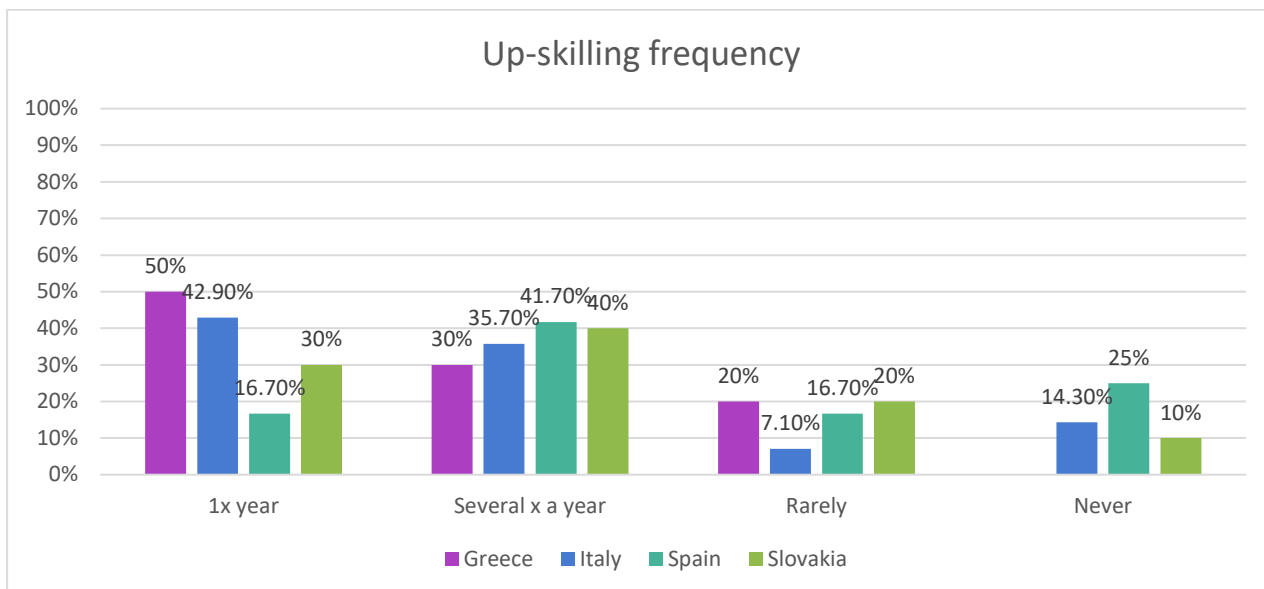


Concerning respondent's opinion about current training opportunities in the field of tourism promotion, only 22,5% think that the current training offer is sufficient. 70% of respondents consider that training should be improved.



### Frequency of up-skilling activities

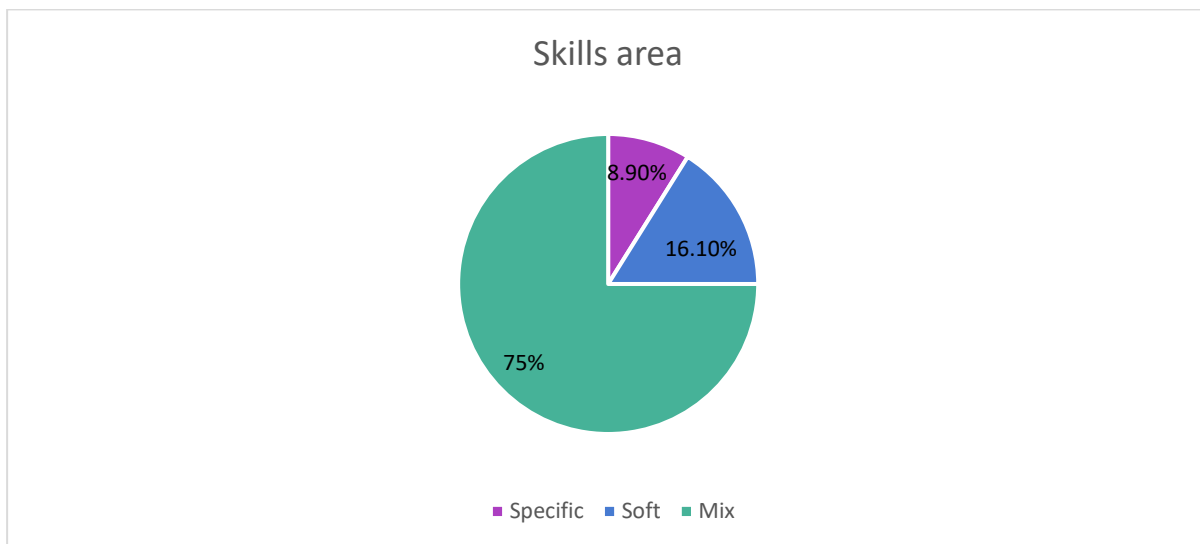
Participants were asked about the frequency of their up-skilling and/or training in their sector. The consolidated answers were:



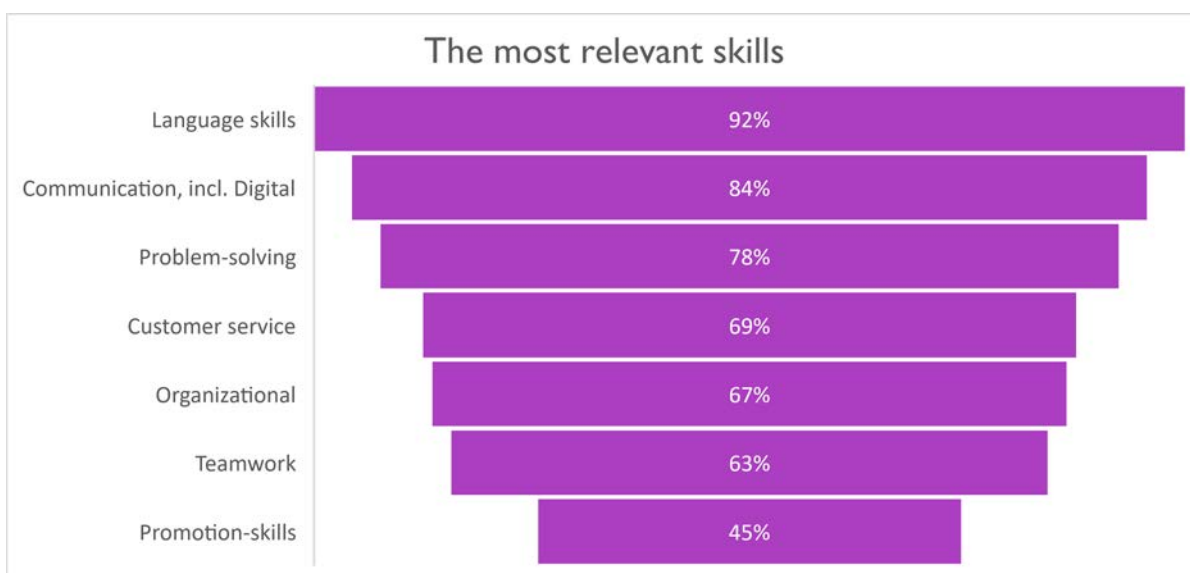
Participants were asked about the most relevant skills gaps in their sector. For 75% of all participants, professionals working in the field of tourism need a mix of specific e.g. knowledge in the field of tourism, history, culture, foreign languages and soft skills (e.g. communication skills conflict resolution, empathy, etc).







More specifically, according to our respondents these are the most relevant skills:



From the list of skills in the questionnaire, respondents believe that the following skills are the most lacking skills among their peers:

- Foreign languages skills
- Digital skills
- Communication skills
- Can-do attitude
- Problem solving
- Empathy

In this section we have also asked about COVID-19 pandemic and whether it will be necessary to change development strategies in this sector. There was consensus among the participants that this crisis will have an



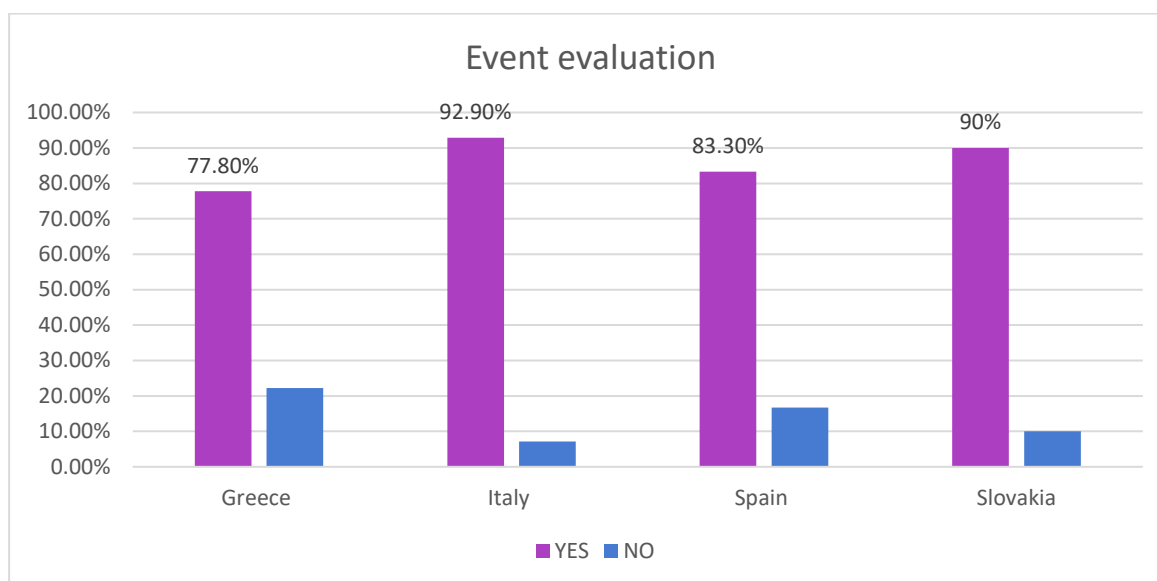
enormous impact on the sector and that strong changes and strategies will be needed. For these respondents, the most important skills/strategies to be developed or improved are:

- Change management
- Communication skills
- New policy making strategies properly adopted to new conditions respecting human rights and employees, and plan for sustainable Tourism
- Flexibility skills respecting employees and environment
- New digital and promotional skills for wider communication of a place
- Problem solving skills

## Impact Assessment

Finally, participants were asked about the impact assessment of the events they organize and if/how they identify lessons learned from good examples or mistakes for future planning and improvement of their promotion activities. As the first question of this section, participants were asked if they actually assess their events. To this question, 86% of them answered in an affirmative way.

### Evaluation of promotion events



Regarding the frequency of the evaluation activities, 62,5% of respondents evaluate the events once it is over and 23% evaluate only important events. In general, respondents take into account the feedback obtained in the questionnaire. These are, to a higher extend, in paper form. It is interesting to note, that only 14,2% of all respondents use external evaluation services.



## Conclusions. Recommendations for the Flexitour Training

Summarizing the responses of the 57 professionals working in the field of tourism industry in the involved countries, the main key finds stated are:

- The number of promotional events organized per year varies from country to country, but in general term professionals organize tourism promotional event at least 5 times a year mainly addressed to all target groups (young people, middle generation etc.) These events last at least one day up to one month, depending on the scope of the activity. These events come as inspiration from professionals travelling experiences or social media promotion activities, leading them to search new trends and organize new events each year, when possible.
- Except in the case of Spain, where the distribution between public and private is equal, our research shows that tourism is mainly financed from private company's resources such as membership fees and various forms of self-financing. Respondents highlight the **lack of public funding resources** directed to tourism promotion. When asking for financial assistance for their promotional activities, professionals tend to be more conservative as 64% of them use the same partners for funding and only a small proportion look for new.
- Since technology has become an integral part of populations' personal and professional life, ICT have long been established in touristic sector. For 59,4% respondents, **ICT are highly important** for their work. Professionals of tourism use ICT tools in their everyday work tasks, thus they are aware of how to search for new digital trends.
- 64,4% of professional respondents use **social media for promotional purposes**. The most popular network for promotion purposes is Facebook, followed by Instagram.
- In terms of professionals training opportunities, there are limited options which are provided mainly formally from public authorities, organizations and VET providers. 70% of the professionals who participated in our survey stated that the opportunities in tourist sector **should be increased**.
- **No framework of skills & competences** according to which the possession of those necessary in the tourism sector **is known** by the tourist operators.
- From skills and competences point of view, the ideal worker should have a mix between soft (e.g. flexibility, multitasking and organizational skills etc.) and hard skills (e.g. ICT, language skills etc.). More concretely, the skills every professional in this sector should have foreign language skills, digital skills, problem solving, customer service, organizational, teamwork, problem-solving and empathy.
- As a consequence of the COVID 19, there is a necessity of developing or improving skills in terms of change management, communication and promotion. The impact is obvious, so new strategies are required properly adopted to new conditions respecting human rights and employees.
- Although 86% of all respondents evaluate their promotional events and take into account the assessment results to improve their performance in future, only few realized a systematic review and draft reports. Just 14,2% of all respondents use external evaluation services.
- Most respondents don't use digital tools to evaluate their promotion events.

According to the above-presented findings, our recommendations for the IO2 require further attention on:

1. Increase the visibility and use of public funding in the sector
2. Implement new trends applied to reinforce the promotion of touristic events. Greater knowledge and skills related to tourism promotion not only in event management but also of activities such as promotional campaigns, image care, new proposals, etc. using digital means.
3. Acquire and/or reinforce skills related to online promotion and marketing, communication (especially via social networks) problem-solving, customer service, etc. and in general the ability to remodel and integrate the tourist offer taking into account the new health security procedures, following the emergency of COVID-19.



4. Impact assessment of the promotional activities – using digital tools and helping organization analyze assessment findings in a more systematic way.
5. Covid19 applied strategies in the field of tourism, and skills required.
6. Use digital tools in a more efficient way both for promotion activities and impact assessment.



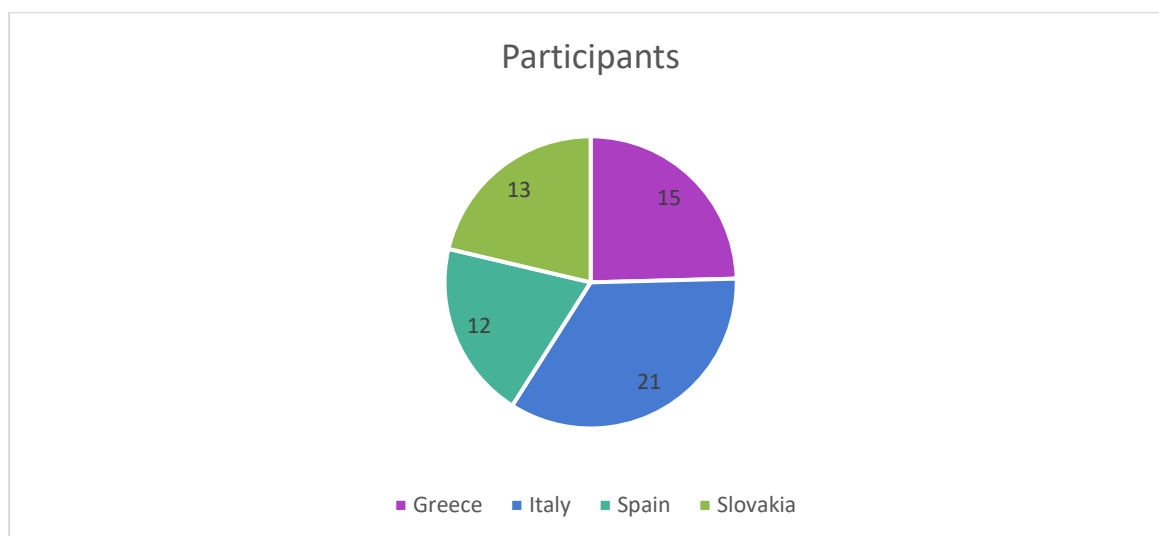
## TOURISTS

Similar to the questionnaire for professionals, partners had to reach at least 10 participants per country to find out the skills and competences gaps in the tourist sector. In this case, the recruitment of tourists was considerably easier as partners used their social and professional networks and in this way reached, all together 61 respondents.

### Profile

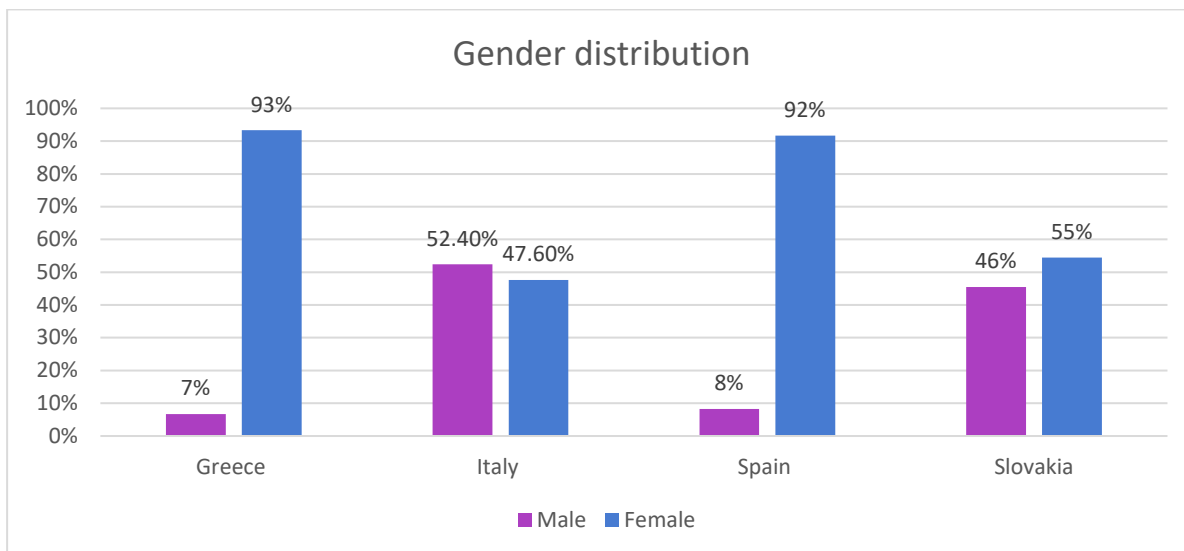
## RESPONDENT'S PROFILE

The questionnaires for tourists were available online through a Google questionnaire and disseminated through partner organization's social networks. All together we have obtained 61 responses that have been collected as follows:

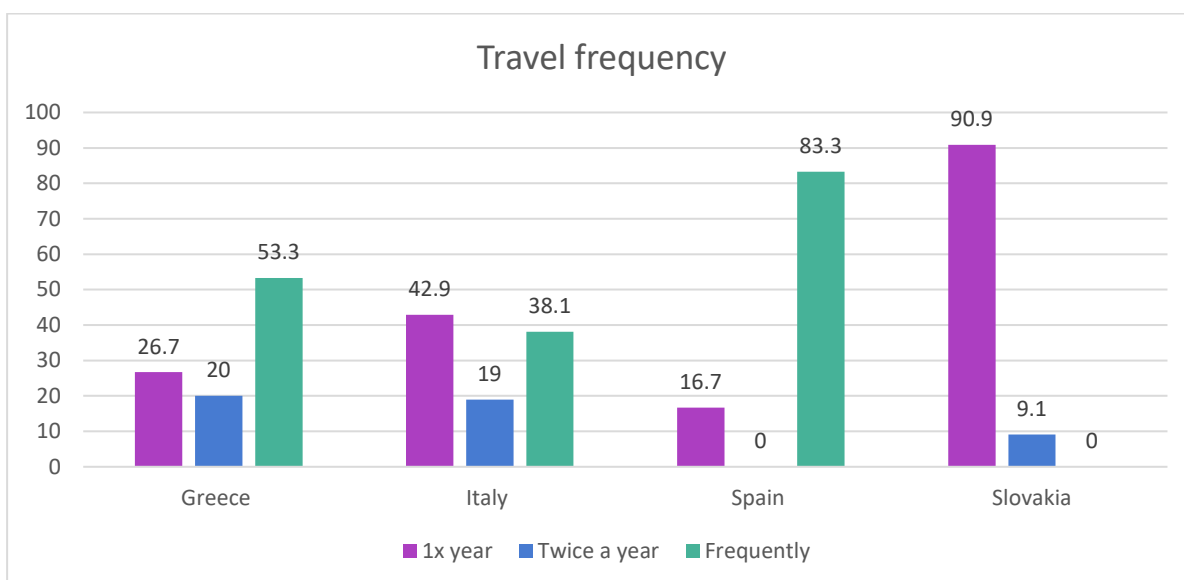


The sample contained responses from Greek, Italian, Spanish and Slovak citizens travelling inside and outside the country. Because the surveys were realized during Covid-19 pandemics, very low percentage of responses were from international tourists. In fact, only few tourists from Sweden and the UK replied to the questionnaires in Italy and Greece. 73% of respondents were women and 27% were men. It is interesting to note that most respondents in Spain and Greece were women while Slovakia and Italy are more balanced between men and women.



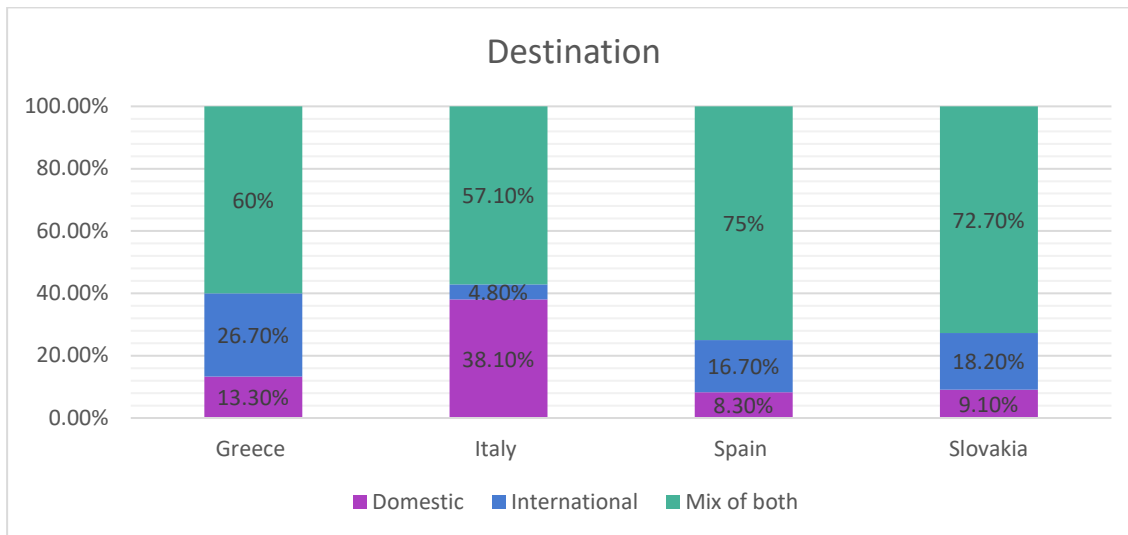


Most respondents are frequent travellers, as this category gathers the 43,6% of consolidated responses, followed by 44,3% once a year and 12% twice a year.

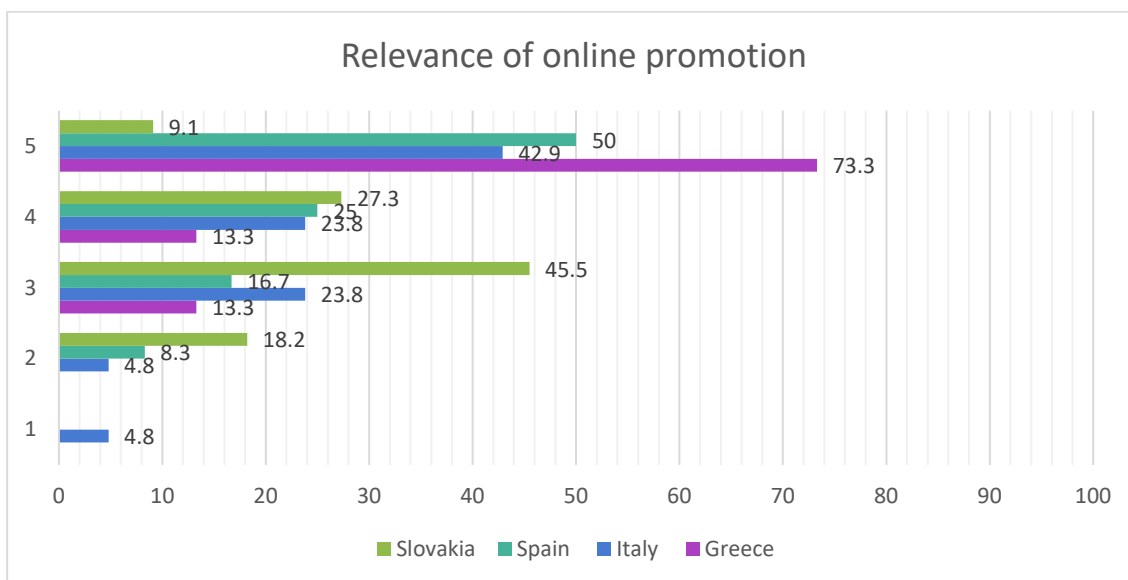


When it comes to decide whether these tourists prefer domestic or international tourism, most respondents prefer a combination of national and international destinations.





### Relevance of online promotion

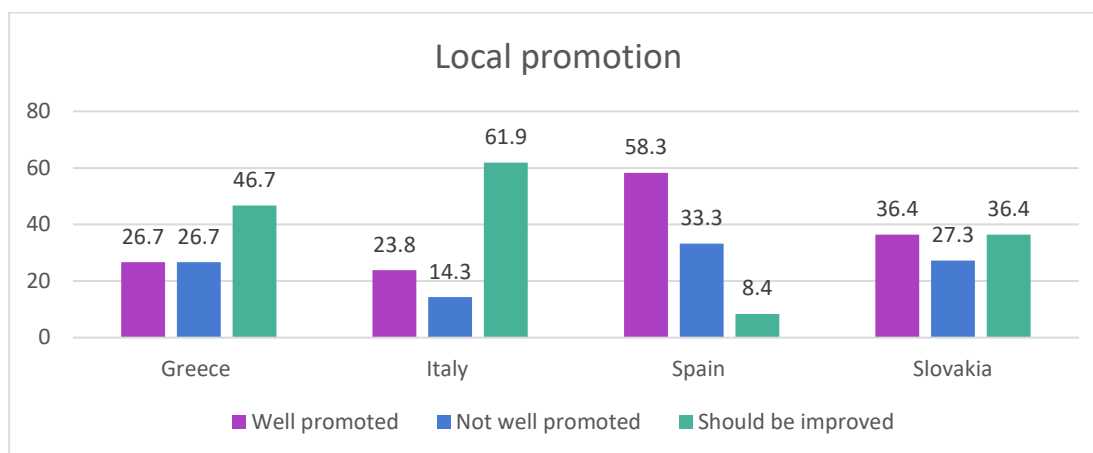


The mostly used search engines are: TripAdvisor, Expedia and social networks (Facebook and Instagram).

Regarding the promotion of local attractions, while 36,3% consider that their localities are well promoted, 25,4% think that they are not sufficiently promoted. According to 38,3% of respondents there is space for improvement in the field of local promotion.







More specifically, respondents believe that the following aspects should be improved:

Greece:

- Promotion of local attractions and promotion of alternative activities
- Advertisements, activities
- A well-designed, user-friendly and responsive to all device's website
- Support from local authorities (e.g. Municipality of each place)
- Boost through social networks, organizing and implementing activities that could reach more tourists (alternative tourism, festivals)
- Development of social media skills to promote a place properly through different types of tourism (alternative tourism, agro-tourism etc.)

Italy:

- Quality of the services offered
- Communication capacities: roads, railways, planes etc ...
- More presence on social networks, more e-mail alerts, more quality in presentations
- Incentivize cultural initiatives (museums, organized tours, etc)
- Greater visibility to smaller sites
- Regional incentives for proximity tourism.

Spain:

- Promotion could be improved
- Increase the use of social media and relational marketing actions.

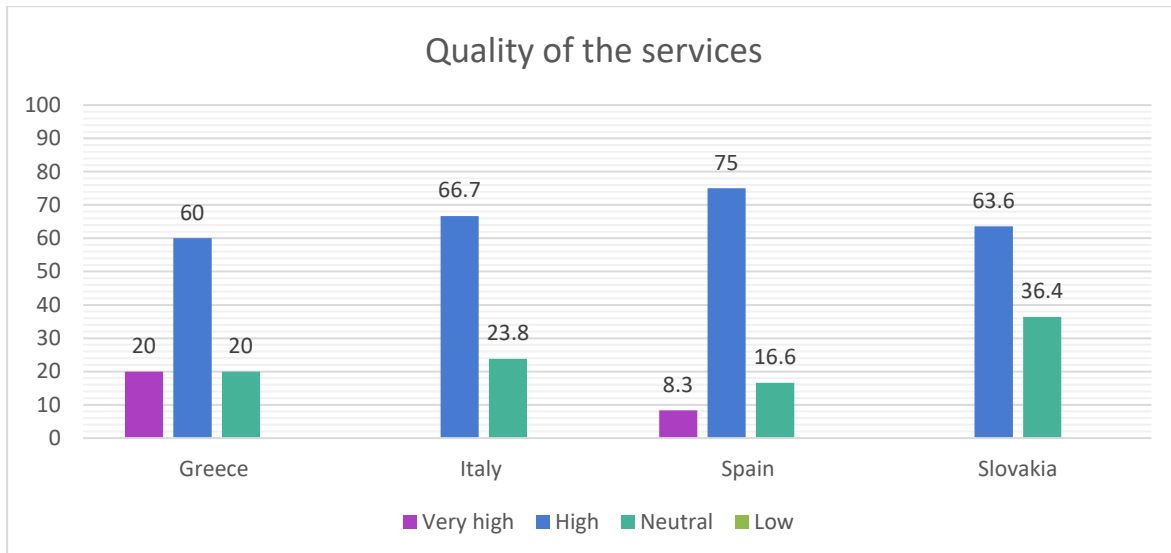
Slovakia:

- Information about the culture of the country and people
- Increase the visibility of Slovakia both nationally and internationally
- Improve the quality of advertisement and increase the use and promotion of social media in the promotion



## Identification of Skills Gaps

We made our respondents reflect about the last time they have visited a new place within the country to rate the quality of the services received. In general terms, the responses received were very positive as can be seen in the charts below:



When it comes to assess the value for money aspect, also here the responses were positive. According to 49,9% the service received was very good and to 44,6 % the service was good.

According to our participants, the ideal worker of the field of Tourism should have social and communicative skills, passion for their work, knowledge about History, other cultures and languages. The ideal person should be **social, proactive and a friendly person**; with a **mix of specific skills** (knowledge in the field of tourism, history, culture, foreign languages) **and soft skills** (communication skills, flexibility, problem solving, conflict resolution, empathy, etc.).

Based on the results of our surveys, next is the list of the skills that are perceived as missing by their clients (tourists):

- Kindness
- Politeness
- Communication skills in general, incl. foreign language skills.
- Information requested is not always accurate and complete.
- Reception capacity, quality of ancillary services, quality in details
- Treating customers with respect
- Communication skills
- Interpersonal skills
- Be well-informed and have knowledge on the services they provide
- Empathy
- Flexibility and problem-solving skills
- Time-management

- Transfer services from / to are lacking

Most participants agree that COVID 19 pandemic will have highly negative consequences on the tourism sector and it will be necessary to **significantly change the development strategies of the sector** to survive. Regarding the skills that respondents consider as the most important are related to the knowledge of new **health and safety rules, design of more customized products/services for example, sustainable and safe tourism and its promotion. When talking about concrete “new skills” tourists believe that operators will need to be trained in current health issues, be more flexible in general, have the capacity to solve problems, be advanced in customer management skills and be able to work remotely.**

According to our respondents, the sector will need to:

- Develop strategies addressed to all seasons focusing on alternative, perhaps tailored-made tourism
- Perceive support from government and public authorities
- Clearly define and include safety regulations. Each business should: a) inform properly tourists of which safety regulations do they follow, b) establish specific cleaning policies respecting tourists and employees at the same time, c) follow social distance regulations and apply in all cases Covid19 policies.

Last but not least, respondents were asked about the general strengths and weaknesses of the tourists' industry in their countries. The responses can be viewed in the table below:

GREECE	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• <b>Natural beauty (sea, sun and sand)</b></li> <li>• <b>Historical monuments</b></li> <li>• <b>Greek culture</b></li> <li>• <b>Greek products</b></li> <li>• <b>Greek cuisine</b></li> <li>• <b>Greek Islands</b></li> <li>• <b>Variety on beaches</b></li> <li>• <b>Mountain and rivers activities</b></li> <li>• <b>Alternative tourism due to the various islands and mountains area availability</b></li> <li>• <b>Unique beaches</b></li> <li>• <b>Greek philoxenia and customers services</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Decrease high prices compared to the services provided</b></li> <li>• <b>Better customer services</b></li> <li>• <b>Adapt a new touristic strategy</b></li> <li>• <b>Further promotion of places that are not widely known (for example Meteora)</b></li> <li>• <b>Invest in technology and new skills for professionals of tourism</b></li> </ul>
ITALY	
<ul style="list-style-type: none"> <li>• <b>History, culture, nature, food and wine</b></li> <li>• <b>Artistic heritage and territorial variety</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Organizational and marketing deficiencies</b></li> <li>• <b>Average price / quality ratio not favorable, missing or non-existent</b></li> </ul>



<ul style="list-style-type: none"> <li>• Natural beauty and cultural richness and warmth of hospitality</li> <li>• Climate, natural beauty, cities of art with their monuments, sea</li> <li>• Richness of themes and cultural history</li> <li>• Food, places and Italian spirit</li> <li>• Immense historical, cultural, museum, architectural and landscape heritage</li> </ul>	<ul style="list-style-type: none"> <li>• enhancement of many natural and / or cultural sites</li> <li>• Public transport and communications sector</li> <li>• The staff's poor knowledge of languages</li> <li>• Poor tourist loyalty</li> </ul>
<b>SPAIN</b>	
<ul style="list-style-type: none"> <li>• Weather</li> <li>• Gastronomy</li> <li>• Activity offer</li> <li>• Experiences</li> <li>• Competitive prices</li> <li>• Warming welcome to tourists</li> </ul>	<ul style="list-style-type: none"> <li>• Linguistic skills – foreign languages</li> <li>• Logistics</li> <li>• Effective measures against Covid-19 outbreak</li> <li>• Cleaning</li> <li>• Promotion of destinations</li> </ul>
<b>SLOVAKIA</b>	
<ul style="list-style-type: none"> <li>• Beautiful country</li> <li>• Mountains</li> <li>• High development potential</li> <li>• Most monuments are located in nature: castles, ruins, perfect for hiking</li> <li>• Natural scenery</li> <li>• Good transport services</li> </ul>	<ul style="list-style-type: none"> <li>• Under-developed, untapped potential</li> <li>• Inefficient promotion, use of social networks</li> <li>• Few really interesting monuments in city centers</li> <li>• Lack of hotels, somewhere exorbitant prices and too commercial</li> <li>• Staff skills</li> <li>• Price-quality ratio</li> <li>• Low quality services</li> </ul>

## Conclusions. Recommendations for the Flexitour Training

Summarizing the responses received from all tourists involved in our surveys, the main key finds stated are:

- Most respondents travel as frequently as possible for leisure, minimum once a year. They prefer a mix of national and international travel.
- Most of them find their touristic destinations by them own or through social media accounts, therefore they believe that **tourism is essential to be promoted online**. They suggest professionals need to focus mainly on promotion through TripAdvisor, Expedia, Facebook, Instagram, Skyscanner and less on apps.
- It's worth to mention that in general, local tourism in the four countries **isn't sufficiently promoted** so it can be improved, though government and public authorities support, advertisements, promotion of local attractions and promotion of alternative activities, a well-designed, user-friendly and responsive to all device's website, boost though social networks, organization and implementation of activities that could reach more tourists (alternative tourism, festivals).



- Happily, tourists received quality services from professionals of tourism which were in balance with the amount of money offered.
- In terms of skills tourists believe that a “competent” professional should have a mix of specific (knowledge in the field of tourism, history, culture, foreign languages skills) and soft skills (flexibility, problem-solving, conflict resolution, empathy, etc).
- According to the tourists surveyed, professionals often lack kindness, politeness, customer management and problem-solving skills.
- After COVID19, according to tourists, new strategies must develop addressed to all seasons focusing on the alternative tourism. Tourism businesses need to be supported more by government and public authorities, and each of them a) must inform properly tourists of which safety regulations they follow, b) must establish specific cleaning policies respecting tourists and employees at the same time, c) should follow social distance regulations and apply it in all cases etc.
- In term of new skills required, **Problem solving skills, Flexibility, Organizational skills, Customers’ management and health and safety issues seem to be more important.**

According to the above-presented findings, our recommendations for the development of the Flexitour course, require further attention on:

1. New ways of promotion of local touristic attractions, especially through social media
2. Combination of hard and soft skills identified by tourists as lacking in the industry
3. Awareness on Covid19 regulations for safety and health
4. Use the most commonly used social media for project dissemination purposes.

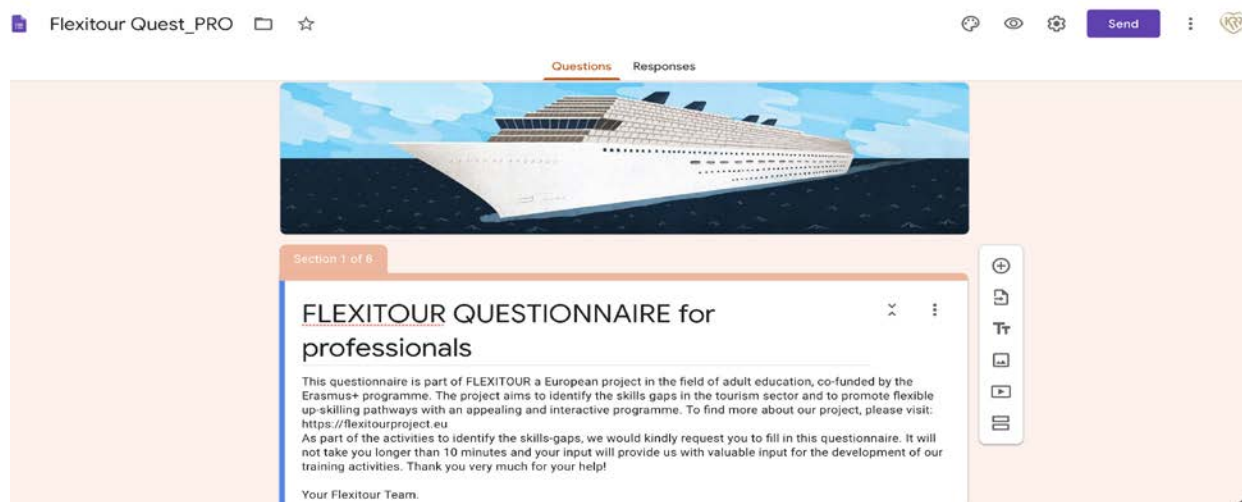


# ANNEX

## QUESTIONNAIRE FOR PROFESSIONALS

Link to the Google Questionnaire in English:

<https://docs.google.com/forms/d/1oZWdHqX7lg9cGHmd9UbT50x50clczTgaQ4F0kazJC6M/prefill>



## QUESTIONNAIRE FOR TOURISTS

Link to the Google Questionnaire in English:

<https://docs.google.com/forms/d/1YSvXrF0dB6qp7Kt7cxilSKYYTS3lsgwkMa81w3NLCAM/prefill>

