STORIE

Erasmus+ KA2 project STORIE

Development of capacities of rural businesses to design and promote sustainable tourism products based on intangible cultural heritage

Grant Agreement No 2018-1-HU01-KA202-047746

Intellectual Output 1: STORIE Learning Programme

Activity 2: Curriculum

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1. Introduction

The Erasmus+ project STORIE (2018-2020) aims to improve the competitiveness of small rural companies by developing their skills and capacities to design and promote sustainable tourism products based on intangible cultural heritage. The project will introduce an innovative Learning Programme and an online Learning Tool, will facilitate the development of local business communities and test pilot tourist experiences in partner regions.

The project will develop 3 Intellectual Outputs:

- O1 - STORIE Learning Programme
- O2 - STORIE Learning Tool
- O3 - STORIE Insights and Experiences

The activities leading to Output 1 aim to:

- Identify and exchange the best practices and methodologies for the development of skills and capacities of small rural businesses in the area of tourism product design and promotion, and cooperation,

- Analyse the training programmes previously developed by project partners,

- Adapt existing programmes to create a new, tailored programme specifically and directly aimed at filling the skills gaps of rural businesses.

There are 4 activities leading to Output 1.

Activity 2 aims to define

- **STORIE Learning Programme**
  - **Structure and requirements based on needs analysis**
  - **Analysis of existing training programmes/ materials, comparison with needs**
- **Define learning outcomes for the whole programme/ for specific modules**

During planning and define STORIE Learning Programme we took into account following results of needs analysis:

The survey and interviews in STORIE partner countries have confirmed the main findings of the desk research: the partner countries of STORIE are rich in intangible cultural heritage, small rural companies are willing to learn and want to improve their marketing knowledge, they prefer very practical learning programmes/ resources as their time is limited, online learning is acceptable and sometimes preferred but face-to-face contact is also important aiming to provide practical support and encourage networking and cooperation of local companies.

The themes that could be included in STORIE Learning Programme, based on the questionnaire survey, are (in the order of interest – from the one that raises most interest):

1. E-marketing and social media
2. Marketing budget
3. Consumer behaviour
4. Marketing Mix
5. Cooperation techniques
6. Intangible cultural heritage in tourism
7. Marketing Strategy
8. Market segmentation
9. Tourism product design and management
10. Pricing strategies and approaches
11. Creativity techniques

However, the difference in the level of interest in different subjects is very small – the one that attracted most interest was selected by 57% of respondents, and the one with the lowest level of interest – 45%.

The representatives of the target group in different partner countries that took part in the questionnaire survey, chose different subjects as most interesting to them:

- **Hungary: Tourism product design and management**; Marketing strategy; Consumer behaviour, Marketing Mix, Creativity techniques; E-marketing and social media
- **Croatia: Marketing budget**, E-marketing and social media
- **Cyprus: E-marketing and social media**, Marketing strategy
- **Lithuania: Marketing Mix**, Consumer behaviour, Market segmentation, Intangible cultural heritage in tourism, E-marketing and social media and Marketing budget
- **Spain: Creativity techniques**, Consumer behaviour and Marketing Mix

Based on needs analysis the STORIE learning programme is expected to be practical, modular, with sufficient examples and useful tools, to apply easily in practice. The potential participants of the learning programme are ready to allocate several hours per week to improve their marketing knowledge.

The STORIE learning platform should be attractive and user-friendly, so that also people with less experience in online learning would be able/ would be encouraged to use it. In most partner regions is it advised to combine online learning with face-to-face interaction, i.e. blended learning would be the type of learning that mostly meets the needs of the target group.

2. Target group

The **primary target group** of the STORIE Learning Programme consists of small rural companies within/related to tourism sector, which implement activities related to the following NACE codes:

- I55 Accommodation,
- I56 Food and beverage service activities,
- C10 - Manufacture of food products
- C11 - Manufacture of beverages
- N79 Travel agency, tour operator and other reservation service and related activities
- R93 - Sports activities and amusement and recreation activities
- R91 - Libraries, archives, museums and other cultural activities

Other potential target group include rural companies that are considering their future involvement in tourism sector or cooperate with the primary target group in developing tourism products:

- A1 - Crop and animal production, hunting and related service activities
- A3 - Fishing and aquaculture
- C13 - Manufacture of textiles
- C14 - Manufacture of wearing apparel
- C15 - Manufacture of leather and related products
- C16 - Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting materials
- C32 - Other manufacturing
- G47 - Retail trade, except of motor vehicles and motorcycles

To summarize potential participants could be - independent of education level, language skills and entrepreneurial experience - managers or employees of small rural businesses (up to 50 people) or anybody who is planning to start a business in one of the above detailed sectors and has basic (user-level) IT knowledge, digital competences.

Based on needs analysis and the experience of partners the potential participants

- are open-minded, they want to learn new knowledge, skills, they want to develop themselves,

- would like to participate in short training programs,

- would like to study such skills and methods which they could use immediately, instantly after the education,

- need short practical programs with prompt results,

- have an increased need for competence developing, not only skills development.

3. Goals of STORIE Learning Programme

The STORIE project aims to improve the competitiveness of small rural companies by developing their skills and capacities to design and promote sustainable tourism products based on intangible cultural heritage.

According to project aims, the main goals of STORIE Learning Programme are the following:

- Provide a comprehensive view about cultural tourism product development, about the competencies and tasks required for effective and sustainable product design,

- Help small rural businesses to develop skills and capacities to design and market sustainable tourism products based on responsible use of intangible cultural heritage (handicrafts, culinary practices, music, stories, customs, etc.),

- Achieve a real and long-term change in the thinking and attitude of the participants,

- Encourage cooperation among small rural companies and facilitate development of local business communities,

- Help small rural businesses improve and grow by exchanging experiences and combining and expanding the results of the these project,

- Promote the responsible use of intangible cultural heritage to enrich local tourism products,

- Give immediately applicable practical advices, methodological guides, sufficient examples, practical solutions and useful tools, up-to-date information about develop and market cultural tourism products and about tourism trends independent of level of prior knowledge and entrepreneurial experience.

- Ensure flexibility to learning needs of potential participants, provide them interesting, useful learning platform and sustainable knowledge.

4. Methodological approach

In STORIE Learning Programme, we are planning to use the **Blended learning methodology**: based on needs analysis we will use an effective combination of opportunities provided by the Internet and digital media and the methods of face-to-face sessions. Besides online learning the personal contact plays an important role, the participants and the trainer are in continuous contact both online and face to face, and via the online learning platforms the participants can also contact the trainers, experts and interact with each other. According to the needs assessment participants prefer mostly this type of education.

An innovative concept to be employed is the so-called single-concept learning or **"thin slicing",** which focuses on one behaviour change, one narrow concept and one slim goal at a time. The STORIE Learning Programme will thus be made of small e-learning "snacks" that demonstrate how specific concept works in different situations. Then the learning experience will be integrated into a blended learning intervention, which will provide multiple paths for participants to get the message.

In face-to-face sessions we will use training combined with Product club methodology: we are going to create a special environment for practice. Our aim is to provide an environment where participants can try new tools,

practices, methods and situations with the support of our experts and trainers and receive feedback after each practical learning tasks reflecting on their problem-solving skills. We believe in experience based learning.

More details about methodological approach see in O1 A3 Pedagogical Approach and learning tools.

5. Learning outcomes

Learning outcomes on general level:

- Improved product design, promotion and cooperation skills and capacities of small companies involved in or related to rural tourism sector;

- Improved communication and increased cooperation among rural companies;

- Enhanced awareness, understanding and promotion of intangible cultural heritage of the partner regions, through tourism sector;

- Improved knowledge on correct presentation of intangible cultural heritage as part of the tourism product, applying reasonable level of commodification with respect to local communities;

- Establishment/ improvement of relationship among rural businesses and local communities - bearers of intangible cultural heritage - seeking mutual benefits.

Learning outcomes on personal level:

- Recognizing and understanding the role, importance and potential of intangible cultural heritage in tourism sector and in product development;

- Getting an overview and practical experience about different methods and process of product design and market in tourism;

- Getting ideas for collaboration and creating ideas with creativity techniques for product development using intangible cultural heritage;

- Realization of importance of marketing in tourism and getting immediately usable practical tools for their own marketing plan and marketing actions;

- Becoming more conscious by using marketing mix elements;

- Getting up-to-date knowledge about tourism in their country and region and have an opportunity to cooperate with other enterprises in design and sales new competitive products;

- Developed competencies:

  - creativity
  - communication
  - cooperation
  - decision-making,
  - responsibility,
  - reliability,
  - self-reliance,
  - awareness,
  - overview capability,
  - flexibility,
  - capture ability,
  - conclusion ability,
  - sense recognition,
  - logical thinking,
  - problem exploration, - analysis, - evaluation, - systematization
  - networking,

- ▪ drafting,
- ▪ persuasion,
- ▪ arguing,
- ▪ determination

6. Themes of STORIE Learning Program

By compiling the structure, we combined the most popular topics in the questionnaire survey and in the interviews, as well as the most preferred topics in each partner country.

The list of themes in the order of interest (from the one that raises most interest) in parentheses marked that in the partner countries how popular it is.

- **E-marketing and social media** (1. in Cyprus, 2. in Croatia, 2. in Hungary, 2. in Lithuania)
- **Marketing budget** (1. in Croatia, 2. in Lithuania, 3. in Spain)
- Consumer behaviour (2. in Lithuania, 2. in Spain, 2. in Hungary, 3. in Cyprus, 4. in Croatia))
- **Marketing Mix** (1. in Lithuania, 2. in Hungary, 2. in Spain, 4. in Cyprus)
- Cooperation techniques (4. in Croatia, 4. in Cyprus, 3. in Spain)
- **Intangible cultural heritage in tourism** (2. in Lithuania, 3. in Croatia, 3. in Spain)
- Marketing Strategy (2. in Hungary, 2. in Cyprus)
- Market segmentation (4. in Cyprus, 2. in Lithuania)
- **Tourism product design and management** (1. in Hungary)
- Pricing strategies and approaches -
- **Creativity techniques** (1. in Spain, 2. in Hungary)

After that, we also examined which topics can be connected together, which are parts of a larger topic and can be linked logically.

In addition, we have also observed that the Learning Programme should meet the expressed demand of the potential participants, namely that a program should be adaptable to the busy daily lives of those working in the tourism sector, and should enable easy and quick learning and self-development.

When designing the concept, we also took into consideration the fact that the participants may have different prior knowledge and experience, therefore for each topic we can strengthen their theoretical and practical knowledge just after defining the basic elements.

Considering the above-mentioned factors, we propose a Learning Programme should consist of 4 large themes. Each theme could be divided into 5-6 smaller units, and the whole learning programme would consist of about min. 20 short learning units (about 20 hours of study time).

In each large learning topic we will offer extra units, "learning snacks" because we plan a flexible program according to the needs and previous knowledge of participants to give them a possibility to choose what to study.

The main themes of STORIE Learning Programme are the following:

1. **Intangible cultural heritage in tourism**
2. **Marketing basics**
3. **E-marketing and social media**
4. **Creativity techniques**

6.1. Intangible cultural heritage in tourism

Educational goal is to give support for participants in

- learning about the concept, types, environment, characteristics of the target group in cultural tourism and possible products from intangible cultural heritage in tourism,
- sharing and adapting best practices,
- getting ideas for collaboration and product development using intangible cultural heritage

Content will be composed from 3-4 of the following themes; further materials may be added:

- Basic concepts of intangible cultural heritage in tourism
- The appearance of cultural heritage in tourism
- History of cultural tourism development
- The supply of cultural tourism
    o Attractions of cultural tourism
    o Elements of infrastructure for cultural tourism
- Demand for cultural tourism
    o The market for cultural tourism
    o Consumer behaviour
    o International trends
- Cultural tourism in partner countries
- Cooperation and synergy of cultural tourism with other types of tourism

Learning outcomes

- This topic provides general information to participants about the development of cultural tourism and tourism product development related to intangible cultural heritage, about the international and national situation of cultural tourism, and about the relationship between individual tourism products.
- The following competencies will be developed:
    o recognition,
    o awareness,
    o understanding,
    o perception,
    o consistency,
    o identify relevant information,
    o cooperation.

6.2. Marketing

Educational goal

During the units of this topic participants will learn about steps of planning tourism marketing activities from defining marketing strategy to the marketing action plan and marketing budgeting. After completing this theme participants will be able to select the appropriate and most effective and cost- efficient marketing tools for their strategic- and communication purposes.

Content will be composed from 6-7 of the following themes; further materials may be added *(with bold letters the themes from questionnaire***)**

- Basic contents of Marketing
- **Marketing Strategy**, tools and steps of marketing strategic planning
- **Market segmentation**
- Elements of **Marketing Mix**
    o **Tourism Product development and management**

- Features of products in tourism
- Cultural tourism and heritage tourism (features, target groups, demand and supply)
- How to create a product in cultural or heritage tourism – models and process
- How to integrate a new product into an existing supply?
- USP, questions of innovative, authentic, distinguishable product
- Threats and opportunities
- Product life cycle, Goal: rapid reaction for behaviour our demand! Always be a leader in the market
- Tourism product design in practice: developing a chosen product idea, defining a goal for creating a product, creating a task plan, and defining a budget and responsibility matrix, risk management
  - o **Pricing techniques**
    - During sales planning they must be able to answer: What to sell? Where to sell? What is the price?
    - What is the long term key our success? Focusing on cost or on market to market pricing
    - from RACK RATE to promotions
    - Yield or Revenue Management?
    - Difference between proactivity and reactivity
  - o Place – sales channels
    - Basic of Sales system (B2B, B2C, B2B2C),
  - o Promotion mix
    - online and offline promotion possibilities
    - trends and cost
- Marketing communication plan, requirements, characteristics of effective marketing communication
- Currently available marketing communications tools on the market
- Action planning
- **Marketing budget**
  - o budgeting process
  - o tools and methods for marketing budgeting
  - o budgeting in practice
- Analytics – how to measure marketing results

Learning outcomes

After absolving this theme, the participants:

- understand the necessity and progress of marketing planning,
- will be able to define SMART goals for marketing activity
- will be able to create innovative and sustainable tourism products based on intangible cultural heritage
- understand the connection between marketing mix elements and consciously combine them
- will be able to create a marketing communication- and action-plan for a specific purpose related to their business or a specific cultural tourism product
- will be able to select the appropriate and most effective and cost- efficient marketing tools for their strategic and communication purposes
- will be able to make an adequate marketing budget

The following competencies will be developed

- self-reliance,
- awareness,
- right use of knowledge
- composition of texts
- persuasion

- overview
- perception,
- conceptual recognition,
- logical thinking,
- problem exploration and analysis, problem solving
- systematization

6.3. E-marketing and social media

Educational goal

The aim of the topic is to get the participants to know the online marketing communication tools currently available on the market, the advantages and challenges of using some online tools, and give support and advise them to be able to design and measure the effectiveness of an online marketing campaign.

Content will be composed from 5-6 of the following themes; further materials may be added

- How to create a website? (optimisation, applications)
- Planning a Google Adwords campaign
- Social media strategy and budget
- How to create and manage social media pages?
  (Facebook, LinkedIn, Google+, - creating, targeting, using, advertising)
- Picture-, video-, presentation sharing pages (Pinterest, Picasa, Flickr,Youtube, Indavideo, Videa, Prezi.com, Slideshare, etc))
- Rules of blogs, conscious using (Blog.ho, blogger.com, Mikroblog, Twitter, Tumblr, Wikipedia, Tripadvisor)
- Banner campaigns
- Building a CRM system: What do you know about your clients?
- Write and use a Direct mail
- Analytics: numbers and goals!

Learning outcomes

- Understand the concept and applicability of social media in marketing
- Be capable of choosing the right e-marketing tools that meet the strategy and needs of their business
- Improve the skills of creating and managing social media tools and campaigns
- Increase the effectiveness and impact of e-marketing activities
- Capability to the use of different social media and on-line tools in one single campaign (one marketing campaign and marketing message but a combination of tools used best suited for the message and the target groups)

The following competencies will be developed

- logical thinking
- creativity;
- systematization,
- thinking in process;
- point detection, context recognition
- consciousness
- analysis
- interpretation

6.4. Creativity techniques

Educational goal

- to get to known and practice important and useful creative techniques for:
    o   Envisage the tourism product (ideation techniques)
    o   Design the product (needs and client definition)
    o   Implement the product (co-operation and co-working techniques)

Content will be composed from 5-6 of the following themes; further materials may be added

- Brainstorming/ Brainwriting
- Lateral thinking
- Method 6-3-5
- Philips 66 method
- NCM nominal group method
- Delphi method
- Storytelling and narrative approaches

Learning outcomes

After studying this theme, the participants will:

- understand the importance of creativity in business
- be familiar with different types of creativity techniques
- be able to select and apply relevant creativity techniques in their business processes

7. Structure and progress of STORIE Learning Programme

Structure

STORIE Learning Programme will offer a flexible learning structure. The members of the primary target group are adult/ busy learners, some learners may already have sufficient knowledge on some subjects, therefore following the whole learning programme should not be "compulsory". The participants will be able to choose the themes and learning units that they require according to their knowledge and interest.

The large themes can be chosen and finish independently.

"Intangible cultural heritage in tourism" is the only one topic which is expected to be completed by all participants regardless of the number of chosen topics (because this is the main focus of STORIE project).

Possible choices:

1.   version: only one theme: "Intangible cultural heritage in tourism"
2.   version: two themes: "Intangible cultural heritage in tourism" + 1 theme from the following:
    a.   Marketing
    b.   E-marketing and social media
    c.   Creativity techniques
3.   version: three themes: "Intangible cultural heritage in tourism" + 2 themes from the above mentioned
4.   verison: all of the themes

Learners can choose as many units from one theme as are relevant to their knowledge or interest.

After finishing the learning programme, a unit or a whole topic, a STORIE Learning Programme Unit/Theme CERTIFICATE will be issued.
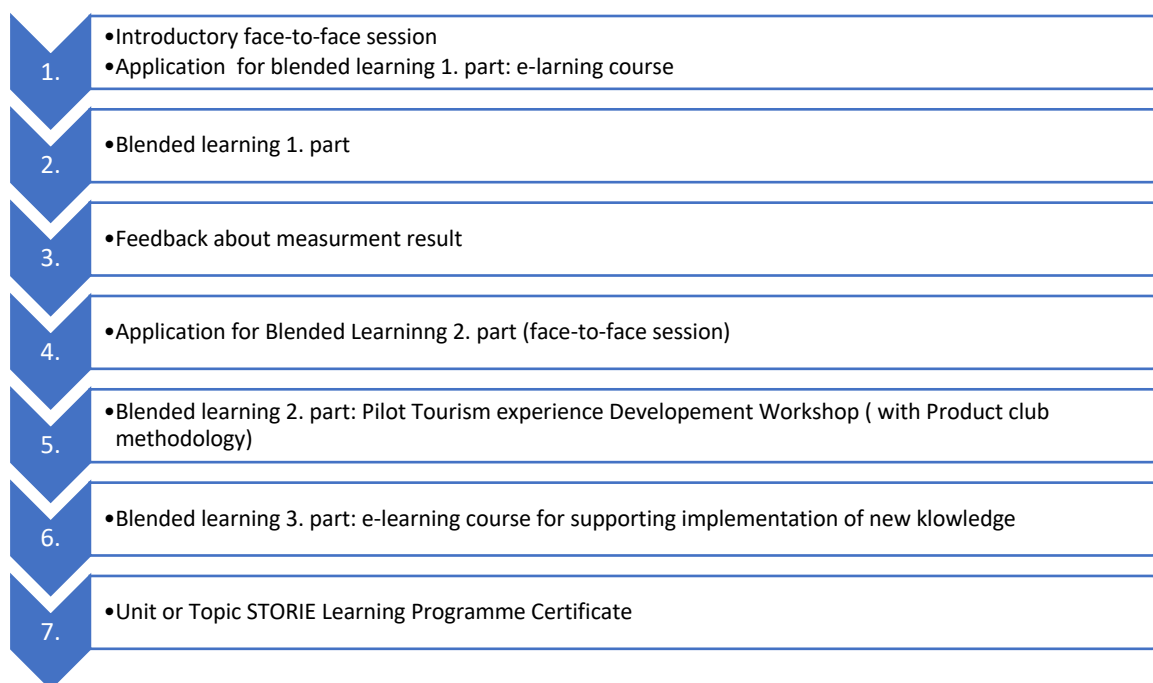
Advantages of a flexible learning structure

- Learning progress is flexible,
- Participants can choose only the interesting topics fitting their knowledge, time and experience,
- Participants can continue later the learning progress because the themes and units are accessible for a long time (if they want to continue or if they have time).

Challenges

- difficulties in organization of face-to-face session,
- difficulties in creating unit- and lesson content – large topics cannot be built on each other, each topic should start with basic element and should give overview about features of tourism sector, market, costumers, etc., requires more development,
- if a participant chooses just a few themes and not the whole programme the result could not be complex enough and differences may occur in level in partner countries.

Learning Path from participant's view

1.
   - Introductory face-to-face session
   - Application for blended learning 1. part: e-larning course

2.
   - Blended learning 1. part

3.
   - Feedback about measurment result

4.
   - Application for Blended Learninng 2. part (face-to-face session)

5.
   - Blended learning 2. part: Pilot Tourism experience Developement Workshop (with Product club methodology)

6.
   - Blended learning 3. part: e-learning course for supporting implementation of new klowledge

7.
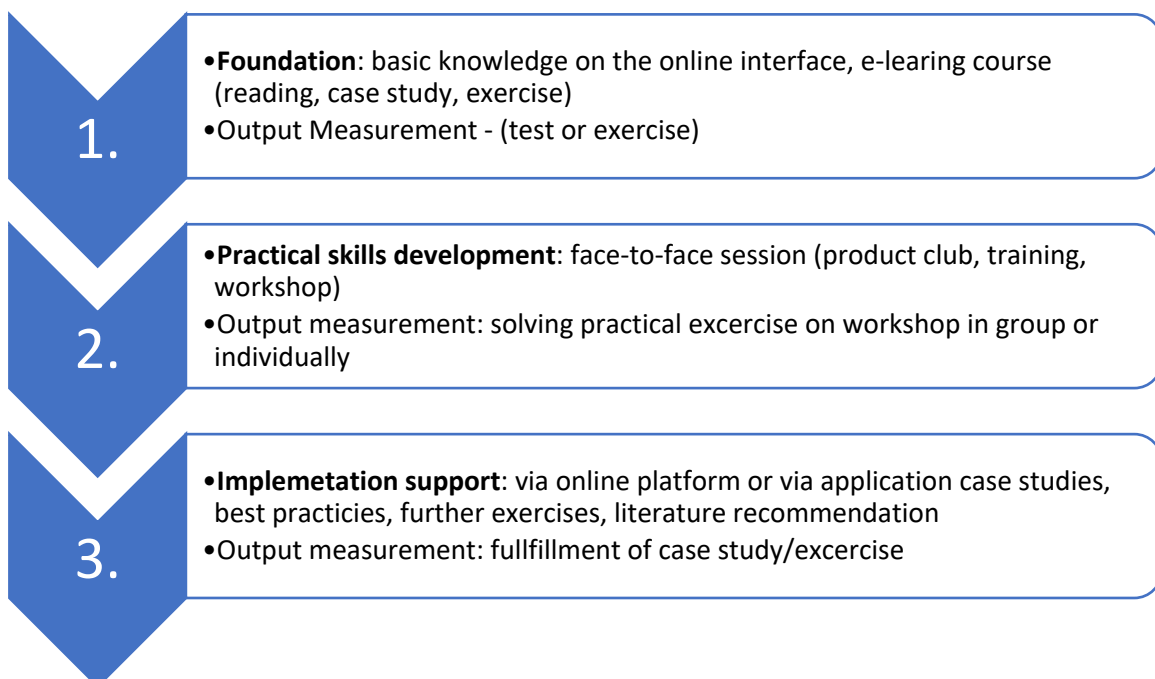   - Unit or Topic STORIE Learning Programme Certificate

Details of steps:

1.
   - Introductory face-to-face session: including the introduction of the online platform and the Product Club Methodology - optional, as per needs of the participants in each country - can be replaced by online application to participate and invitation to read the Learner's Guide
   - Online application (according to GDPR) on website of STORIE Learning Programme
   - Choosing of topics (or units) (the progress is variable according to the needs of participant)

2.
   - Receipt of automatic confirmation about the application and receive login information to chosen module
   - **Blended learning 1. part: accomplish e-learning course for basic knowledge**
   - Measurement of 1. part (test or Logbook)

The measurement should be optional and only for those interested in obtaining a certificate. Logbook is a tool for a more practical "exam" in which there are some self-reflective questions and some activities the learner can develop and once they have done that they have the baseline for a marketing plan for a product.

3.
- Feedback about measurement result (threshold will be defined, e.g. min 80%, if the participant has less than 80% could try the test again until he/she reaches 80%)

4.
- Application for Blended learning 2. step: face-to-face session
- Receiving automatic conformation about face-to-face session, information about course details (e.g. timetable, place)

5.
- **Blended Learning 2. part**: accomplish face-to-face session, Pilot Tourism Experience development workshop(s) following the Product Club methodology - to be described in more detail in the Validation Methodology

- The face-to-face session should be optional, if someone does not want to participate in it, can continue the learning process with the supporting phase (blended learning 3. part)

- Getting login information to blended learning 3. part, to e-learning course for supporting implementation

6.
- **Blended learning 3. part: e-learning course for supporting new knowledge implementation**

(Further exercises, power point presentations, videos, recommended literature)

- For finishing 3. part participants can upload a "home work" (practical exercise or best practice about one of their developed tourism product or a case study) – optional

7.
- Receiving congratulation letter and **STORIE Learning Programme Certificate** about completing successfully the whole Learning Programme (or Module Certificate if the program is variable and participants can choose modules independently)

Learning progress from teacher's/expert's view

1.
- **Foundation**: basic knowledge on the online interface, e-learing course (reading, case study, exercise)
- Output Measurement - (test or exercise)

2.
- **Practical skills development**: face-to-face session (product club, training, workshop)
- Output measurement: solving practical excercise on workshop in group or individually

3.
- **Implemetation support**: via online platform or via application case studies, best practicies, further exercises, literature recommendation
- Output measurement: fullfillment of case study/excercise

Type of education and duration of e-learning units

Module	Type of education	Duration of education
Intangible cultural heritage in tourism	E-learning on website and via application	approx. 2-3 hours
Marketing Basics	Blended learning, combination of e-learning methods and face-to-face sessions	approx. 6-8 hours e-learning + face-to-face session
E-marketing and social media	Blended learning, combination of e-learning methods and face-to-face sessions	approx. 4-6 hours e-learning + face-to-face session
Creativity techniques	Blended learning, combination of e-learning methods and face-to-face sessions	approx. 4-6 hours e-learning + face-to face session

8. Requirements for teachers, trainers

Professional competencies:

- Knowledge about tourism industry
- Practical experience in tourism industry, specifically in the field of rural and/or cultural tourism,
- Knowledge about marketing, cultural heritage, characteristics of the SME sector in partner country,
- Professional skills in marketing planning, product development, online marketing, sales, pricing

Methodological competences:

- Leading groups as a trainer or moderator or workshop
- Problem analysing and solving
- Conflict management,
- Persuasion and argumentation,
- Presentation skills,
- Giving, receiving and requesting feedback
- Process planning,
- Evaluation,
- Flexibility,
- Empathy,
- Creativity