TOURiBOOST

**REORIENTING TOURISM EDUCATION
WITH DIGITAL, SOCIAL AND INTERCULTURAL COMPETENCES
TO SUPPORT LOCAL STAKEHOLDERS
TACKLE STRATEGIC INNOVATION IN HERITAGE TOURISM**

**KA2 - COOPERATION FOR INNOVATION AND THE EXCHANGE OF GOOD PRACTICES
KA203 - STRATEGIC PARTNERSHIPS FOR HIGHER EDUCATION**

PROJECT MANUAL

The 2018-10TR01-KA203-058344 Project TOURiBOOST is co-financed by the European Commission. It includes partners from 5 countries: Turkey, Hungary, Holland, Italy and Greece. It is funded by the ERASMUS+ Programme 2014-2020. The overall project budget is 239.980,00 €.

TOURiBOOST is dedicated to the development and promotion of heritage tourism standards with new professional profiles in higher educations. The Transnational Project will be implemented in 24 months and be finalized by August 2020.

This document does not necessarily reflect the opinion of the members of the European Commission and the Turkish National Agency.

Information on the Project TOURiBOOST PROJECT and projects can be found at http://tourisboost.eu/. The web side provides the possibility to download and examine the most recent information produced.

ACRONYM

TOURiBOOST

TITLE

Reorienting tourism education with digital, social and intercultural competences to support local stakeholders tackle strategic innovation in heritage tourism

TRANSNATIONAL PARTNERSHIP

PROJECT COORDINATOR: NECMETTIN ERBAKAN UNIVERSITY (NEU), TR

PROJECT PARTNER 2: ASSOCIATION OF TURKISH TRAVEL AGENCIES (TÜRSAB), TR

PROJECT PARTNER 3: KODOLANYI JANOS UNIVERSITY (KJF), HU

PROJECT PARTNER 4: STICHTING PRIME (STICHTING), NL

PROJECT PARTNER 5: INEUROPA (INEUROPA), IT

PROJECT PARTNER 6: ARTIFACTORY (ARTIFACTORY), GR

CONTENTS

EXECUTIVE SUMMARY

PROJECT ID

TOURiBOOST is remodeling the tourism supply- demand pattern at heritage places, operating in the new service economy towards the promotion of creativity, entrepreneurial thinking and a new skills set.

NECESSITY

The need to produce high-added value tourism products and establish novel tourism policies to sustain later on locally produced heritage tourism, is strictly interwoven with the need to let collaborative networks and strategic partnerships emerge at cross border level.

OBJECTIVE

HIGHER EDUCATION: Contributing to innovation – developing, implementing and testing the effectiveness of approaches to promote creativity, entrepreneurial thinking and skills
ADULT EDUCATION: Facilitating access to upskilling pathways
HIGHER EDUCATION: Building inclusive and connected systems - improving educational pathways

STAKEHOLDERS

TOURiBOOST will involve actors from various administrative and social levels, so as to strengthen their capacity to effectively manage heritage for tourism. These collaborative networks will deliver three main outcomes: a) (re) activation of human capital by intense know-how transfer of innovative practices -directly deriving from research conducted, b) local authority empowerment by diffusing policies regarding heritage management and tourism planning and c) the development of local and regional strategic partnerships. By delivering local and regional strategic partnerships, TOURiBOOST encourages various action groups to co-operate, bring together key organizations, stakeholders and actors, from the three spheres of state, market and civil society, to identify further needs and priorities.

METHODOLOGY

YOURIBOOST proposes a cognitive and educational framework for using of a place's assets, which would guide final beneficiaries (regions, communities, SMEs) to identify, signify, valorize and manage their natural and cultural resources, in order to use heritage potential as a vehicle for tourism strictly connected with a unified signage and interpretation system.

Most up to dated innovative know-how will result in visitor-centric communication policies, and policies about the management of leisure time, an issue directly related to the competitiveness of places' and regions' in the sector of tourism. These policies will enable final beneficiaries to develop tailor-made heritage strategies and defend their cultural assets against a globalizing world.

By delivering a series of pilot projects to serve regions and localities as best practices TOURIBOOST helps diffuse project results at a transnational level giving birth to further economic and social development with new skills for new jobs

INTELLECTUAL OUTPUTS

TRANSNATIONAL PROJECT MANAGEMENT, ADMINISTRATION, COORDINATION & MONITORING
ACTIVITY 1.1
• Contractual Procedure
•Steering Group Committee, Technical Committee, Quality Control Committee
• The Project Management Toolkit
• The Quality Assurance Plan
• Compilation of the Project's AV and Media Record
ACTIVITY 1.2
6 Project Coordination Meetings
ACTIVITY 1.3

•Organizational Chart
•Project Checklists for the Quality of Project Deliverables
• Internal Interim Reports
•Interim Report
• Final Report

COMMUNICATION, DISSEMINATION AND VISIBILITY
ACTIVITY 2.1: THE PROJECT's INTEGRATED COMMUNICATION, DISSEMINATION, VISIBILITY AND TRANSPARENCY SOURCES
•The Project's Integrated Communication, Dissemination and Visibility Platform
•The TOURiBOOSTER Social Media Campaign
ACTIVITY 2.2: PROJECT-DRIVEN COMMUNICATION STRATEGY FOR SELECTED TARGET PUBLICS FROM THE PUBLIC, PRIVATE AND THIRD SECTOR AT EU AND INTERNATIONAL LEVEL
• The Common Visibility, Communication and Dissemination Plan (CDV Plan) PC
•2 Press Conferences
ACTIVITY.2.3: DISSEMINATION OF PROJECT OUTPUTS & PROJECT BRANDING AT INTERNATIONAL LEVEL
• The TOURiBOOST Visual Identity Kit (Project Logo; Stand with Banner; Mousepad Calendar; Pen; Cotton Bag)
• Project Brochure
• 6 Project Newsletters
• The TOURIBBOSTER Promotional Spot

IO1: IDENTIFICATION OF SKILLS NEEDS AND EMERGING SKILLS TO ASSIST CAPACITY BUILDING OF TOURISM STAKEHOLDERS
• Joint Survey Study to Investigate Entrepreneurial/Stakeholders Needs and Skill Needs of Human Capital in the Project Area

• Stakeholder Training Workshops to identify a new generation of experience-based tourism products in the territory
• Research Report

IO2: LINKING STAKEHOLDER EDUCATION TO KEY TOURISM EXPERIENCES AND QUALITY SERVICES IN THE TERRITORY
● Massive Online Open Course 4.0
● Open Access Course (4 Modules)
● Attraction Design Tool

IO3 APPLYING PROJECT-BASED-LEARNING TO ENGAGE LOCAL STAKEHOLDERS IN TOURISM INNOVATION
 4 Onsite Lectures and 4 Transnational Training Workshops
• The TOURiBOOST Local Attraction Plans
• The TOURiBOOST iBook

IO4: VAILDATING PROFESSIONAL SKILLS TO SUPPORT LOCAL STAKEHOLDERS ACCESS KEY TOURISM MARKETS

● New EQF Professional Profile (Tourism Planner)
● EQF Certification Level (ECTS)

IO5: SMART SKILLS OBSERVATORY IN HERITAGE TOURISM

• Marketing and Distribution Strategy
• MOC on Smart Skills Observatory
• Project Area Attraction Map
•iBook

MULTIPLIERS EVENRS

- Konya, Turkey
- Budapest, Hungary
- Den Helder, Netherlands
- Modena, Italy
- Chios, Greece
- Istanbul, Turkey

1. INTRODUCTION

This Manual introduces Project Partners into the subject matter of the TOURiBOOST Project. It aims to assist the Project Partners taking decisions at multiple levels:

-   Inform themselves effectively about work packages, activities, tasks, timeframes.

-   Inform themselves about quantified Project outputs (deliverables) and resulting obligations and benefits.

-   Decide how to best accomplish their tasks and what are they needed human and material resources.

-   Use this Manual a the main reference document about Project contents and easily navigate and acquire any required information regardless of place and time.

This Manual offers readers and work forces a multimodal tool to easily grasp Project scope and plan their activities. Information is structured according to principles of human cognitive architecture, so as to enable easy navigation in the document.

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2. PROJECT SUMMARY

Fully in accordance with the EU2020 Grand Societal Challenges, the European Heritge Year 2018 and the New Narrative for Europe (2016) and the ERASMUS+ Objectives for Higher Education, TOURiBOOST is re-orienting tourism education with digital, social and intercultural competences to support local stakeholders tackle strategic innovation in heritage tourism

establishes long lasting partnerships in EU/TR regions in TR52/TR100/HU101/NL321/ITD55/EL41, to upgrade heritage based offers for new investment opportunities in heritage tourism adhering o the rising force of the Cultural and Creative Industries (CCI). The Transnational Partnership fosters tourism entrepreneurship exploiting the rising powers of the CCI to communicate heritage places to the connected consumer market. Challenges, the tourism sector faces with existing services, are matched with new skills for new jobs by addressing the new world order of Audiovisual Media Services (EU AVMSD/2016). 30 small/micro enterprises in tourism are mentored that they grow in the regional/national/international context and enhance their competitiveness through the rise of 136 skilled workers.

TOURiBOOST builds an unprecedented opportunity to terminate the vicious circle of generating and distributing low quality tourism commodities exchangeable by price: a methodological framework assists capacity building of 136 tourism stakeholders who apply project-based learning in TR52/TR100/HU101/NL321/ITD55/EL41 to engage in tourism innovation. Thus culture-driven consumption is advanced across the Project Area and beyond by communicating cultural values, from natural monuments and ecosystems to sites and collections, from the arts to traditions and handicrafts inspiring new forms of cultural consumption, and initiating young people into the care of heritage.

To prevent brain drain and effectively address the skills gaps tourism stakeholders and SMEs are facing, skills needs and supply-demand trends are mapped transforming the teaching/learning practice in Higher Education, while tourism employers are assisted in recruiting and retaining talents at local level. A new skills-mindset is inducing business sophistication with business models built on customer insights, key experiences and stakeholder participation integrating transversal key competences into the product-process innovation.

The Partnership perceives the Grand Societal Challenges as a new force to design and deliver the new high quality tourism experience that supports the extroversion of heritage places and guides tourism stakeholders to understand and mitigate the protection-use conflict. The Partnership defines culture-based solutions for community-led development, market opportunities and facilitates 6 new investments in heritage tourism putting the cultural heritage experience into the heart of tourism reform in the Project Area and beyond.

TOURiBOOST incorporates heritage education into upskilling pathway of Higher Education in tourism. The innovation is guiding professionals to further develop exceptional experiences at heritage places and connect offers to global markets transforming the product-buyer into a product-seller. Novel skills acquired are certified according to the European Qualification Framework (EQF) to support 136 local stakeholders access key tourism markets and invest in heritage tourism. In this way a novel cultural consumption pattern is launched that is communicating cultural values to visitors and users impacting consumer choices at heritage places.

TOURiBOOST is challenging the traditional tourism generation by remodeling supply-demand at places with natural and cultural significance.

Meeting market needs for authentic experiences, the desire for cultural capital and environmental protection, a new cultural mobility is launched in the Project Area: the Attraction Cluster, a unique multimodal tourism product-service set with 30 selling

points in the Project Areaconnecting the technology-intense experience with onsite authenticity to let supply-demand converge and combat seasonality.

Cross-sectoral cooperation and post-project operation are ensured through the Project-driven statutory Association SMART SKILLS OBSERVATORY with five branches in TR/HU/NL/IT/GR, which inherits the PROJECT LEGACY with a highly transferable tourism planning infrastructure (42 durable outputs). In this way the continuation of works, sales-distribution in 30 heritage places in the Project area, business extroversion and further funding are ensured by highly skilled workers implementing and selling new customized heritage tourism services being interconnected at (g)local level.

3. PROJECT QUANTIFICATION

TOURiBOOST
Reorienting tourism education with digital, social and intercultural competences
to support local stakeholders tackle strategic innovation in heritage tourism
2018-1-TR01-KA203-058344
https://www.tourisboost.eu/

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3.1 OUTPUTS

- 1 Surveys on Entrepreneurial Stakeholder Skills Needs
- 6 Stakeholder Training Workshops
- 1 Report to identify a new generation of experienced based tourism products in the Project Area
- 1 Massive Online Open Course 4.0: Stakeholder Intensive Training Course (NEU)
- 1 Curriculum
- Attraction Design Tool
- 1 Transnational Composite Onsite Training Programme (4 Onsite Lectures; 4 Transnational Training Workshops)
- 6 Local Attraction Plans
- 6 iBooks
- 1 New EQF Professional Profile "Heritage Experience Planner"
- 1 EQF Certification Level (ECTS)
- 1 EQF Accreditations launched
- 36 Individuals with increased capacities certified
- 1 Project Area Attraction Cluster
- 1 Marketing and Distribution Strategy
- 1 Smart Skills Observatory

3.2 RESULTS

- 24 Recommendations for the skills updates
- 6 New products and services detected
- 6 New Business Models developed in the Project Area
- 2 Permanent Education Sources for higher skills in heritage tourism created
- 36 individuals with increased capacities in heritage tourism created
- 2 joint methodologies utilized for the planning and management of heritage attractions
- Permanent Education Sources for higher skills in heritage tourism created
- 1 Joint Methodologies adopted for the design of quality heritage experiences
- 3 Global distribution channels infiltrated
- 30 Novel heritage experiences designed
- 1 Common strategies adopted to tackle strategic innovation in tourism
- 136 members acquired

3.3 CULTURE BASED INNOVATIONS (3)

- 1 Attraction Cluster with 30 novel heritage experiences designed
- Smart Skills Observatory in Heritage Tourism
- Heritage Mobility Model

3.4 TOURISM APPLICATIONS WITH COMMERCIALIZATION POTENTIAL (12)

- 6 New products and services detected
- 6 New Business Models developed in the Project Area

3.5 TRAINING TOOLS and SKILLS BUIDING ACTIVITIES IN HE (28)

- 6 Stakeholder Training Workshops
- 1 Massive Online Open Course 4.0: Stakeholder Intensive Training Course (NEU)
- 1 Curriculum in Heritage Tourism
- Attraction Design Tool
- 1 Transnational Composite Onsite Training Programme (4 Onsite Lectures; 4 Transnational Training Workshops)
- 1 New EQF Professional Profile "Heritage Experience Planner"
- 1 EQF Certification Level (ECTS)
- 2 Permanent Education Sources for higher skills in heritage tourism created
- 24 Recommendations for the skills updates

3.6 STRATEGIES, METHODOLOGIES, RECOMMENDATIONS and COMMON POSITIONS (42)

- 1 Surveys on Entrepreneurial Stakeholder Skills Needs
- 1 Report to identify a new generation of experienced based tourism products in the Project Area
- Attraction Design Tool
- 6 Local Attraction Plans
- 6 iBooks
- 1 Marketing and Distribution Strategy
- 1 Smart Skills Observatory in Heritage Tourism
- 24 Recommendations for the skills updates
- joint methodologies utilized for the planning and management of heritage attractions (Attraction Design Toolkit; Attraction Plans; iBooks)
- Permanent Education Sources for higher skills in heritage tourism created
- 1 Joint Methodologies adopted for the design of quality heritage experiences (Attraction Cluster)
- 1 Common strategy adopted to tackle strategic innovation in tourism

SKILLS CERTIFICATION CERTIFICATION
- 36 individuals with increased capacities in heritage tourism created
- 1 EQF Certification
- 1 Novel Professional Profile

3.7 EVALUATION and QUALITY ASSURANCE TOOLS (5)

- Quality Assurance Plan
- Mid Term Evaluation Report for Project Operations
- Front-End Evaluation
- Remedial Evaluation
- Summative Evaluation

3.8 PUBLICATIONS (8)

- NEU (2)
- KJF (2)
- ARTIFACTORY (2)
- INEUROPA (1)
- STICHTING (2)

3.9 COMMUNICATION TOOLS (4)

- Project Website
- Social Media Campaign
- iBooks at the Appstore and Google Play

3.10 PROJECT DRIVEN EVENTS (15)

- 6 Local Stakeholder Events
- 4 Transnational Training Events
- 5 Multiplier Events

4. THE TOURiBOOST PARTNERSHIP

TOURiBOOST involves Partners with very different cultures and backgrounds, spatial and administrative levels: 6 Partners in 5 countries (TR/HU/NL/IT/GR) cover a major part of the ERASMUS+ Area, building a polycentric space in tourism, with shores both to the North Sea (NL), the Black Sea (TR) and the Mediterranean Sea (IT/GR/TR). This spatial synthesis allows tracing problems, imbalances and inequalities in heritage protection, planning and management of tourism and to effectively address innovation in HE. The composition of the Partnership produces a particular added value expressed in 5 IOs and 159 deliverables in total. They have been selected according to their eligibility, their institutional technical capacity and their profound domain specific expertise in the HE research and education for tourism, stakeholder education, entrepreneurial education; tourism planning and the design tourism products and services.   By involving 5 countries and 6 regions (TR52/TR100/HU101/NL321/ITD55/EL41), achieved results are rapidly disseminated across the EU and Turkey empowering communities and the young. Their spatial synthesis (Turkey, Hungary, Holland, Italy, and Greece) allows tracing problems, imbalances and inequalities in tourism, and create a best practice policy tank for the HE development strategies across the EU/TR.   Research undertaken in 2017 has concluded as follows: in the aftermath of the 2008 crisis, tourism in the EU/TR shows a strong heterogeneity in reflected in employment-skills distribution and with youth-female unemployment reaching an average 22%-10%. The emerging economies of India/China affect the balance; irregular migration makes both the Black Sea and Mediterranean Sea Basing major meeting points for illicit trafficking to the EU/TR; persistent conflicts/bilateral disputes/Syrian civil war; terror attacks clear strain tourism development and cooperation, with brain drain, skills waste, youth (22%), female (20%) unemployment dominating the picture. 5 major shortcomings are revealed:
1. Divergence of supply-demand in the Project Area
2. Conflict between heritage protection and tourism uses
3. Stakeholder fragmentation
4. Skills mismatches and gaps in the tourism labor market
5. Cultural capital deficit
The Partnership responds to aforementioned challenges by proposing a contextual revolution introducing new fields of applications that match business needs with research results towards smart skills, and services/products with commercialization potential. Local businesses and stakeholders will apply the technology-intense-experience involving visitors with cognitive-emotional-multi-sensory outcomes at 30 heritage places in the Project Area.
Extensive consultations were held among the PC(NEU); PP2(TÜRSAB); and PP6(ARTIFACTORY) to select 17 stakeholders groups and Associates Partners, most notably the Governorship of Istanbul/TR. Having identified the shortcomings aforementioned, the Partnership has adopted a multilateral working basis to ensure Project impacts and avoid isolated initiatives. The Partnership includes higher education institutions (PC:NEU; PP3:KJF), training centers (PP4:STICHTING; PP5:INEUROPA) tourism service designers (PP6:ARTIFACTORY) and unions in the labour market (PP2:TÜRSAB), which have proven experience in related projects and the necessary know-how to successfully conclude aims set by TOURiBOOST.
The particular added value of the Transnational Partnership resides in the:
A) SYNTHESIS of a multilevel and multi-sectoral Partnership dedicated to produce of labor market synergies and thus contribute to socioeconomic development of the Project Area and beyond. The spatial structure of the Partnership extending over 72 municipalities, which as policy makers ensure direct, rapid at multiple diffusion and dissemination of Project results.

B) CAPITALIZATION of previous success stories, applications and projects of the Partners involved and their integration in a coherent way in the design of planned activities (IO3);

C) SPECIFIC THEMATIC FRAMEWORK, that promotes entrepreneurial innovation motivating public-private-third sector actors to cooperate with the Partnership bound by statutory cooperation agreements (IO5);

D) POLITICAL INNOVATION, which promotes community empowerment and civic pride employing women, youth and local businesses in participatory practices in the field of heritage tourism;

E) ACTIVE INVOLVEMENT of younger audiences and volunteers in heritage and culture, changing in this way the landscape of heritage works;

F) 16 PLANNED ACTIVITIES devoted to environmental awareness raising of community members, policy makers and end users;

G) ENTREPRENEURIAL INNOVATION, which promotes the diversification of economic activities in the participating regions introducing standards and quality labels;

H) TRANSFERABILITY of acquired systematized knowledge to strengthen innovative good practices and territorial planning policies.

The Partnership produces a particular added value expressed in 62 outputs in 16 activities in 5 GAs leading to endogenous development and improved capacities of human capital. By involving 7 countries in 6 regions, achieved results are rapidly disseminated across the Programme Area empowering communities and the young.

The Partnership fosters environmental responsible tourism consumption introducing an Attraction Cluster with market value contributing thus to a reduction of disparities in the Programme Area tackling challenges related to Lisbon/Gothenburg Agenda/EU Growth Strategy 2020. More specifically Partners identify heritage classes and their values; prove the economic usability of cultural heritage; invest in human capital; create a pool of experts and multilevel actors in the ProjectArea; learn to exploit heritage values as a place-driven economic development agent; set up standards for quality heritage tourism products and; create a best practice policy tank for territorial development strategies in the Partner area and beyond as per ERASMUS+ objectives for HE. TOURiBOOST also contributes to halt migration flows of skilled labour forces to older EUMS and the West by training the Partnership to train local actors in the sector of heritage tourism and transfer a range of skills, knowledge and experience; develop new perspectives and new ideas or ways of working and ensure TOURiBOOST reflects local needs avoiding negative impacts locally.

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5. INTELLECTUAL OUTPUTS

TOURiBOOST
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https://www.tourisboost.eu/

5.1 IO1: DEVELOPMENT OF A METHODOLOGICAL FRAMEWORK TO ASSIST CAPACITY BUILDING OF TOURISM STAKEHOLDERS FOR HERITAGE TOURISM DEVELOPMENT

QUANTIFIED OUTPUTS

- Joint Survey Study to Investigate Entrepreneurial/Stakeholders Needs and Skill Needs of Human Capital in the Project Area (6M)
- Stakeholder Training Workshops to identify a new generation of experience-based tourism products in the territory (2 methodologies .dpz contract)
- Research Report

Measurement Unit

- No of Surveys
- No of Workshops
- No of Report

Target Value

- 1
- 6
- 1

QUANTIFIED OUTPUTS

- Recommendations for the skills updates
- New products and services detected
- New Business Models

Measurement Unit

- No of recs
- No of products detected
- No of Business Models detected

1.1.1.1 Target Value

- 24
- 6
- 6

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Output Description (innovation, impact, transferability)

NECESSITY: The ESJ survey, carried out in 2014 in all EU- 28 Member States, has collected information on the match of the skills of about 49 000 EU adult workers (aged 24 to 65) with the skill needs of their jobs. It demonstrates that skill gaps arise where the skills required are unavailable in the workforce, for example, due to technological advance. People are over or under - skilled where, whatever their qualification level, their skills do not match their jobs.

OBJECTIVE: to utilize the dynamics of culture to mitigate the skills-demand gap in heritage tourism; to identify a new generation of experience-based products in heritage tourism

SYNERGIES: EU Regional Innovation Scoreboard for Enterprise and Industry; H2020 Grand Societal Challenges; EU Policy Handbook on the promotion of Creative Partnerships 2014; EC: Lisbon Strategy, The Revised EU SDS 2020; EU Charter on Small Enterprises/Small Business Act; EURYDICE REPORT: New Skills for New Job,2012; European Heritage Year 2018 ;2023 National Strategy for Turkey; UNESCO/ICOMOS/COUNCIL OF EUROPE Charters, Treaties and Conventions on heritage tourism; Europe, the world's No 1 tourist destination – a new political framework for tourism in Europe /COM/2010/0352 final, 2018

IMPLEMENTATION METHODOLOGY:

TASK 1: SURVEY STUDY ON ENTREPRENEURIAL NEEDS OF TOURISM STAKEHOLDERS: Diversification of skills for tourism professionals is closely interlinked with changes happening worldwide and therefore the formulation of a new professional profile through the use of socially accessible media as a learning platform is one of the Project's main objectives. The Study investigates entrepreneurial needs and skill needs of tourism stakeholders in the Project Area to identify a new generation of smart heritage tourism products and services tailored to the quality tourism experience.

TASK 2: 6 STAKEHOLDER WORKSHOPS: Seamless integration of news products and services in heritage tourism is a key aspect for success and long term impact. The Workshops enable facilitate the insight that each service/product is connected into an ecosystem and that only by addressing the ecosystem the transformation can generate value in the market. 6 onsite Stakeholder Workshops in TR/HU/NL/IT/GR map current realities, guiding participants to envision the change. Based on the Design Thinking and LSP Methodology they define a set of integrated solutions, from stakeholders profit.

TASK 3: RESEARCH REPORT: The Research Report captures the added value of 6 business model innovation as produced by TASK1and2. It is about creating value, for the stakeholders, customers, and society by exploiting monument values. The 6 tourism business models will not be developed in isolation; local knowledge/expertise shall be mapped strictly intertwined with IO3/5 and the transnational stakeholder map produced by IO5. Added value, and local expertise shall be mapped so that t6 new productsandservices developed in TR/HU/NL/IT/GR capitalize on heritage values to fuel and inspire local business preserve authenticity that generates quality.

INNOVATION: IO1 is directly addressing both professional skills mismatches and the stakeholder fragmentation in the tourism sector. Skills Alliances developed become in the log-term responsive to tourism market needs envisioning the 2020 EU smart, sustainable and inclusive growth. By facilitating long-term synergies among public-private-third sector actors beyond the project life, IO1 defines a new stakeholder force

to make the tourism businesses remain responsive to demand side and market needs with better informed choices and benefit spread across the EU/TR.

IMPACT: IO1 enables 100 stakeholders in TR/HU/NL/IT/GR to exploit the powers of heritage to form outstanding experiences by identifying and determining a range of desirable experiences in heritage tourism . By providing a diversity of uses they avoid the rising of conflicting interests among visitors who expect various outcomes from a product or service and who may select productsandservices close to their motives and preferences. IO1 concludes with24Recommendations for the Skills Updates; 6 novel products/services detected; 6 new business models adopted in the Project Area

TRANSFERABILITY: In order to ensure that smart skills, professional qualifications, services and products with commercialization potential, IO1 launches and operates an active collaborative scheme from the 3 spheres of economy, society and administration, uniting thus the world of education and the world of work with the policy and decision makers. By establishing stakeholder alliances and skills IO1 formulates 6 brand new tourism product/services with commercialization potential. In this way it delivers an interconnected network of 136 higher skilled actors in 4 EUMS/TR, fully capable to transfer and replicate achieved results and provide opportunities for structural changes in the tourism sector and improve the way assets, infrastructure, and people connect.

Partner-Task Distribution

PARTNER-TASK DISTRIBUTION

TASK 1: SURVEY STUDY ON ENTREPRENEURIAL NEEDS OF TOURISM STAKEHOLDERS:

A Quali-Survey identifies a new generation of experienced based products and services and enable tourism entrepreneurs to formulate those, new competences are needed to succeed in the market: judgment, negotiation, appropriation, play, trans-media navigation, simulation, cooperative intelligence, performance, distributed cognition, visualization and multitasking. To achieve the goals three tasks are planned as below. The survey helps establish the evidence base to inform policies on initial {formal and work-based learning (WBL)} and continuing vocational education and training (CVET) (non-formal and informal training) and on workplace and labor market mobility for mitigating skill mismatch. It is expected that at least 18 Skills Needs will be identified to reorient tourism education towards the experience design and the management of heritage.

TASK 2: 6 STAKEHOLDER WORKSHOPS: 6 Local Stakeholder Workshops map current realities, guiding participants to envision the change in the heritage landscape and the particularities in the heritage tourism sector. The Workshops exploit the Design Thinking Methodology to pioneer a new form of co-operation among multilevel and embrace novel training practices and competencies by exploiting ICT based Services and social media. The 6 Workshops lead stakeholders to understand the skills needed and services demanded in smart tourism defining the right ingredients for the development of new business models and increased capacities to successfully address the global challenges. The PC (NEU) is responsible for the design of the Event methodology and the processing of feedback data in collaboration with the PP3 (KJF). 180 (30*6) invitations will be sent to public, private and third sector stakeholders in the Project Area. Each Partner hosts the Stakeholder Event in a venue and has the task to instruct multilevel actors to the Project Philosophy and the benefits deriving participation at Project activities and events. The Project Visibility Kit will be distributed to participants as indicated in the Project's Communication, Visibility and Dissemination Plan (Section H2). The Workshop consists of 3 sessions: INFORMATION:

The inviting Project Partner presents Project scope in a dialogue forum incl. the Questions and Answers Session; COLLECTIVE VOICE: Participants interact with each other, forming local alliances; EVALUATION: Participants are interviewed in order reflect opinions and propose solutions. The Questionnaires are included in the Project's Communication, Visibility and Dissemination Plan (Section H2) which will be prepared by PP6 (ARTIFACTORY). To ensure a better understanding of Project contents, stakeholders are be interviewed in the local language and the data will be elaborated in English language by each Partner separately and be then handed over to the PP3 (KJF) for statistical evaluation. Data will input the Research Report.

TASK 3: RESEARCH REPORT: TASK 2 shall conclude a set of integrated solutions, from which regions, towns and communities profit. It is expected that training results will enable the development of thematic maps with experience-based products in the Project Area. The Research Report captures the added value of the business model innovation as produced by IO1. It is about creating value, for the stakeholders, visitors, and society by exploiting the heritage experience in both the digital and onsite domain. The 6 new tourism business model will not be developed in isolation but will be strictly intertwined with IO5 and the transnational stakeholder map produced through the 6 Stakeholder Workshops and the experience exchange acquired in IO3. Added value, and local expertise shall be mapped so that the new products and services can be developed in the Project Area capitalizes on existing local resources to fuel and inspire local business preserve authenticity that generates value. PP3 (KJF) collects all Survey data from TASK I and identifies a new generation of experienced based products and services and enable for tourism entrepreneurs to formulate those, new competences need to be cultivated such as judgement, negotiation, appropriation, play, trans-media navigation, simulation, cooperative intelligence, performance, distributed cognition, visualization and multitasking.

RESPONSIBLE PARTNERS: The PC (NEU) delivers the Survey Methodology, the Survey Questionnaire and compiles the Survey data; All Partners implement the Local Stakeholder Workshop in M10 and participate the Survey (M7); PP3(KJF) delivers the Research Report in M13.

5.2 IO2 LINKING STAKEHOLDER EDUCATION TO KEY TOURISM EXPERIENCES and QUALITY SERVICES IN THE TERRITORY

QUANTIFIED OUTPUTS

- Massive Online Open Course 4.0: Stakeholder Intensive Training Course (NEU)
- Open Access Course (4 Modules) (ART)
- Attraction Design Tool

Measurement Unit

- No of MOOCs
- No of Modules
- No of Tools

Target Value

- 1
- 4
- 10

QUANTIFIED RESULTS

- Permanent Education Sources for higher skills in heritage tourism created
- Joint Methodologies developed for smart skills in heritage tourism
- No of Common Tools utilized for the planning and management of heritage attractions

Measurement Unit

- No of Permanent Education Sources for higher skills in heritage tourism created
- No of individuals with increased capacities in heritage tourism created
- No of joint methodologies utilized for the planning and management of heritage attractions

Target Value

- 18
- 36
- 2

Output Description (innovation, impact, transferability)

NECESSITY: The tourism economy is global, favors intangible aspects and is intensely interlinked via the Social Media Channels working with mobile pervasive media. The challenge for the Project Area is to become 'smart' enough through developing the dynamic capabilities required responding in 'real time' to trends expressed in the real time data. I02 unlocks the challenges heritage tourism is facing with existing services matching new skills for new jobs by addressing the new world order of pervasive media. IO2 is dedicated to learning resilience and create the right skills mix for heritage tourism. To achieve all contents 4 tasks are envisaged:

OBJECTIVE: to support local stakeholders tackle strategic innovation in heritage tourism and guide them to exemplify experienced based products and services delivered by higher skilled people with cutting edge technology; to connect new skills with global market demands

SYNERGIES: ERASMUS+ HE objectives; H2020 Grand Societal Challenges; EU Digital Agenda; UNESCO World Heritage and Sustainable Tourism Programme (http://whc.unesco.org/en/tourism/);

METHODOLOGY: IO2 delivers a multicultural learner audience a series of planning and management methods to create high added value heritage, leisure and tourism products, which are industry related and connect supply and demand. Adopted is a multidisciplinary planning process, a set of procedures and mechanisms that strive to connect in situ experiences with tourism assets considering sustainable tourism uses and quality visitor services.

TASKI 1: MOOC INTENSIVE TRAINING e-COURSE: it is designed within the framework of COGNITIVE LOAD THEORY (CLT) to facilitate presentation of information and optimize intellectual performance and knowledge transfer. The instructional design encourages learner activities, helps to design an effective curriculum, and predicts effective learning with formats that decrease extraneous cognitive loads and working memory fatigue.

TASK 2: THE 4-MODULE CURRICULUM: The Curriculum is not intended to replace traditional curricula, but to contribute to the Higher Education objectives of ERASMUS+ with new insights and educational disruption. It identifies a new generation of experienced based products and services and enable for tourism entrepreneurs to formulate those, new competences need to be cultivated such as judgment, negotiation, appropriation, play, trans-media navigation, simulation, cooperative intelligence, performance, distributed cognition, visualization and multitasking.

TASK 3: THE POCKET LIBRARY: The Pocket Library facilitates domain specific knowledge acquisition and transfer in vocational learner settings. 15 Project activities (IO:6;IO3:4;Multiplier Events:5) generate audio-visual information, so that access to instant feedback is ensured for final users on any prototype developed in IO3.

TASK4: ATTRACTION DESIGN TOOL: 10 academically sound and praxis validated pilot project planning tools shall facilitate the Partnership understand the process of the design and delivery of a high added value visitor experience at heritage places.

INNOVATION: The innovation of IO2 is the design and delivery of the cognitive, emotional and multisensory experience as the actual product/service at heritage places. Aligned with the Brugges Communique, and the H220 Grand Societal Challenges, IO2 launches a highly transferable, participatory knowledge platform, accessible by the Partnership and the Stakeholder-Skills Alliance developed. I02 defines new skills and the new professional skills in the experience design for tourism uses. The innovation lies in the broader definition of stakeholders: University Liaison Offices EU-wide document difficulties to match new skills with (new)jobs and an ample

fragmentation of the labor market. By defining the studying youth as the great imperative for the local and regional stakeholder map in tourism sector

IMPACT: EU projects aim at tackling the digital divide in Europe across all industry sectors. In March 2016, the European Commission has launched the "e-Skills for Jobs", to enhance the importance of e-Skills in all sectors. In this vein IO2 is recognizing ICT skills as valuable tools for tourism professionals and includes these skills into the domain specific training to successfully counter the growing lack of digital competencies. IO2 remains a permanent education source for tourism professionals exceeding the Project's lifetime to be operated by the PC (NEU) towards the gain of new learner communities.

TRANSFERABILITY: IO2 invests in human capital through a renewed focus on skills development. IO2 is a highly transferable knowledge platform investing in human capital and diversifying skills for new jobs in tourism. the didactical frameworks is highly replicable and is closely interlinked with changes happening worldwide and therefore the formulation of a new professional profile through the use of socially accessible media as a learning platform.

Partner-Task Distribution

TASKI 1: MOOC TRAINING COURSE

Recent Advances in ICT and mobile technology challenge the current educational models by transforming teaching and learning practice with new tools for knowledge acquisition. A hybrid learning methodology enables tourism professionals to manage information, exchange data, visualize trends and connect to social media tools providing full transparency in Project development and achievements in a Web 3.0 environment (the creation of high-quality content and services produced by gifted individuals using Web 2.0 technology as an enabling platform). The e-Course assumes that: specific factors that are responsible for learning disabilities; learning material should be designed in a manner that accords and not conflicts with human cognitive architecture; the instructional designs and procedures are intended to working memory fatigue and render learning into pleasure generating procedure. The e-Course is a MOOC skills development Course; it has duration of 6M and will be further supported with training in situ in IO3 via 4 transnational onsite field trips and training workshops. Respecting principles of Human Cognitive Architecture, the instructional design, is interlinked with 4 transnational training activities involved with know-how transfer and the design of 6 local Attraction Plans in IO3.The e-Course is supported by a Mediathek connected to IO1and3, a collection of media material produced across the Project life, which facilitates domain specific knowledge acquisition and transfer in HE settings. It works as an indicator of trends, problems, solutions and deviations. It detects new potential services/products since media materials can be generated and uploaded in real-time using the local ICT access points the learners utilize.

TASK 2: THE 4-MODULE CURRICULUM: The e-Course has a duration of 6 weeks and precedes IO3 training, which further supports with 4 onsite field trips and training workshops

1: The Heritage Tourism Industry; 2: Attraction Planning (M8); 3: Cultural Communication (18); 5: Experience Design. The 4 Teaching Modules are specifically designed to reduce intrinsic cognitive load and to support self-directed-learning. Each cognitive module includes a short description of previous knowledge required, a short description of expected results (what is communicated to trainees), which are the basic elements of each module and why they are prerequisites to the next one. The logical coherence of the study material and the justification of each Module are also

to be communicated to learners. Each Module presents in key words knowledge transferred, development of domain specific skill and the creation of products and services with an affinity to the sector of culture and tourism planning.

TASK 3: THE POCKET LIBRARY: The Pocket Library facilitates domain specific knowledge acquisition and transfer in vocational learner settings. It is the collection of media material produced across the Project Life. It works as an indicator of trends, problems, solutions, deviations, new potential services and products since media materials can be generated and uploaded in almost real-time using the local ICT access points provided by the project. 15 Project activities (IO:6;IO3:4;Multiplier Events:5) generate video information, so that access to instant feedback is ensured for final users on any prototype developed.

TASK4: ATTRACTION DESIGN TOOL: 10 academically sound and praxis validated pilot project planning tools shall facilitate the Partnership understand the process of the design and delivery of a high added value visitor experience at heritage places. {1. Project Scope and Mission Tool; 2. Stakeholder Development Tool; 3. A The Audience Development Tool; 4. The Heritage Significance Assessment Tool; 5. Content Management Tool; 8. The Lay-Out and Graphic Design Tool; 7. The Story Telling and Plot Tool; 8. The Asset Planning Standard Form; 10. The Evaluation and Checklist Tool}

RESPONSIBLE PARTNERS: The PC designs the Training Platform for the MOOC and hosts the Training Platform. Each Partner participates the e-Course with a minimum of 3 participants, while it stays open to learners/students/stakeholders, who are admissible given the good command of English language. The PC (NEU) and PP3 (KJF) make available 4 persons staff/experts to tutor the 6Month Course and cooperate closely to fine tune tasks and questions. PP6(ARTIFACTORY) delivers the instructional design methodology (TUTOR HandBOOK) for the transnational trainers and the 4 Modules. The PC(NEU) and PP3 (KJF) operate the e-Course and supervise the 6 dissertations of the trainees which correspond to the 6 Local Attraction Plans (IO3). All partners cooperate to collect AV materials from the 6 Local Stakeholder Workshops, the 4 Transnational Onsite Training Activities and the 5 Multiplier Events to feed back the MOOC with news insights and first hand experiences.

5.3 IO3 APPLYING PROJECT-BASED-LEARNING TO ENGAGE LOCAL STAKEHOLDERS IN TOURISM INNOVATION

QUANTIFIED OUTPUTS

- Transnational Composite Training Programme (4 Onsite Lectures; 4 Transnational Training Workshops)
- Local Attraction Plans
- iBook

Measurement Unit

- No of Training Programmes (4 Onsite Lectures; 4 Transnational Training Workshops
- No of Local Attraction Plans
- iBook Production

Target Value

- 1
- 6
- 6

QUANTIFIED RESULTS

- Permanent Education Sources for higher skills in heritage tourism created
- Joint Methodologies adopted for the design of quality heritage experiences
- Global distribution channels infiltrated

Measurement Unit

- No of permanent Education Sources for higher skills in heritage tourism created
- No of Joint Methodologies adopted for the design of quality heritage experiences
- No of global distribution channels infiltrated (Apple; android; Windows)

Target Value

- 1
- 36
- 3

TASK 3: THE EXPERIENCE FACILITATOR: is an iBook compatible with iOS/Windows/android operating systems. Following the COE principles Cultural Routes, the iBook innovates by enabling visitors to select desired objects in the locations of interest with a total of 60 different tourism attractions unified as pluralistic experiences in the Project Area. Capturing realism and providing for emotional impact creating bridges between people and places, the iBook becomes an interactive learning space, revealing common values and cultural diversity in the Project Area, It will be offered as a free download at the Appstore. The iBook will operate as a speaking object interacting with readers at a cognitive-emotional and not only technical level. This interaction stimulates the creation, provision and use of innovative digital services building on and interoperating with existing infrastructures.

Output Description (innovation, impact, transferability)

NECESSITY: New training is required to innovate and manage novel products and services that today are not connected to real needs and demands of visitors worldwide, following the trend: authentic experiences have a stronger impact on consumers.

OBJECTIVE: to guide tourist professionals to understand the visitor experience as a novel type of product/ service; to identify experienced based products and services and connect new skills and new jobs better matching supply and demand needs in the tourism sector;

SYNERGIES: H2020 Grand Societal Challenges; Brugges Communique; Lund Declaration; COE; ICOMOS; UNESCO

IMPLEMENTATION METHODOLOGY: A shift in thinking has taken place as a consequence of social networking in virtual environments impacting the real moment. This shift has created a new paradigm affecting tourism that is a social phenomenon and an industry at the same time that goes beyond the process of innovation: it reconstructs itself as it suffers external and internal influences and goes to a next level of organization and optimization of resources. IO3 places special emphasis on the quality tourism experience and they deliver the tools to enable Partner design 6 Local Attraction Plans with commercialization potential. To meet the innovation demand the academically acknowledged PROJECT BASED LAERNING METHODOLOGY is followed. In this vein 3 tasks are envisaged:

TASK1: INTEGRATED COMPOSITE TRAINING PROGRAMME (ICTP): {4 Onsite Thematic Lectures in the territory and 4 Training Workshops}. The ITCP educate Project Partners and cooperating stakeholders to identify tourism resources from environmental values (ecosystem and scientific), to social, aesthetic, historical, spiritual and special values and perceived the differences between tourism assets and yielding tourism attractions. The ITCP is structured in a twofold way with 4 Onsite Thematic Lectures and 4 consecutive Training Workshops. The ICTP is designed to offer trainees domain specific knowledge and to include the highest number of other interested sector participants and local stakeholders into the overall Project activities, while devoted to know-how transfer and how-to-create a high added values cultural heritage experience onsite as well as to identify both malpractices and good practices for optimal results. The Programme consists of:

1.1 THEMATIC ONSITE LECTURE and WORKSHOP 1 (Konya, TR/M4): HERITAGE SIGNIFICANCE

1.2 THEMATIC ONSITE LECTURE and WORKSHOP 2 (Budapest, HU/M9): ATTRACTION PLANNING

1.3 THEMATIC ONSITE LECTURE and WORKSHOP 3 (Modena, IT/M13): EXPERIENCE DESIGN

1.4 THEMATIC ONSITE LECTURE and WORKSHOP 4 (Istanbul Historic Peninsula, TR/M22): EXPERIENCE DELIVERY

TASK 2: DESIGN and DELVERY OF 6 LOCAL ATTRACTION PLANS (LAP): The LAPs exploit the powers of local attractions to form exceptional experiences. They identify determine a range of desirable experiences and tourism uses. By providing a diversity of uses for each heritage asset involved implementing Partners avoid the rising of conflicting interests among users who expect various outcomes from a product or service: users may select products and services close to their motives and.

TASK 3: THE EXPERIENCE FACILITATOR: in the Project Area is a collection of six iBooks offered a free download at the Appstore and compatible with Windows/android

operating systems, distribute the quality tourism experience designed by the Transnational Partnership.

All 3 TASKS are liaised to the IO2, which incorporates the Project's MOOC Training.

INNOVATION: IO3 conveys to the Partnership the know-how for the design and delivery of the cognitive, emotional and multisensory experience as the actual product/service at heritage places. It ensures that tourism stakeholders to utilize the dynamics of culture to generate six experienced-base tourism products and services with commercialization potential in the Project Area.

IMPACT: IO1 delivers 36 higher skilled individuals; 18 transnational experts; 6 experienced based tourism plans; 6 iBooks. In this way it unlocks the challenges the tourism sector faces with existing services matching new skills for new jobs by addressing the new world order of pervasive media to pioneer the development of smart tourism products and services investing in human capital, increasing community cohesion and social inclusion through a renewed focus on skills development.

TRANSFERABILITY: IO3 develops skills and capacity building in tourism planning organizing a nodal rather than a zonal approach enabling thus the diversification of visitor experience by offering multi-sensory end-user experiences in tourism destinations. IO1 ensures the transferability of outputs and results, as it has mentored tourism stakeholders at transnational level and has facilitated learning from the international experience. IO1 enhances business competitiveness through a new model for process-product innovation in tourism that facilitates the uptake of the local tourism product by the global market.

Partner-Task Distribution

THEMATIC ONSITE LECTURE and WORKSHOP 1 (Konya, TR): HERITAGE SIGNIFICANCE
The PC (NEU) guides trainees to understand heritage significance and introduces them into the intangible experience as a novel tourism product and a strategic vision for heritage tourism. Trainees focus on shortcomings that currently impede the design of quality experiences. They study success examples, using a jointly developed methodology to signify tourism attractions and learn to plan for outstanding experiences.

THEMATIC ONSITE LECTURE and WORKSHOP 2 (Budapest, HU): ATTRACTION PLANNING
Tourism is an industry of knowledge based activities. Accessibility to attractions and tourism goods and services and the ease of experiencing the destination are critical considerations for visitors and influence length of stay, the expenditure level and customer loyalty. Accessibility to resources and ease of experiencing the destination are critical considerations for visitors. Timely and relevant information distribution is one of the most essential elements for a destination's success. The Workshop will focus on geographical-physical, digital and cognitive-emotional accessibility comparing existing information provisions from signage to mobile telephony applications and cutting edge technology examining contents and customer satisfaction. Accordingly trainees in TR/HU/NL/IT/GR shall select 5 tourism assets in each country that are providing the correct mix of infrastructure elements to satisfy the heritage experience.

THEMATIC ONSITE LECTURE and WORKSHOP 3 (Modena, IT): EXPERIENCE DESIGN
Visitors want to be engaged and discover what is unique about a place and its people and are willing to pay a premium price for the right experience. Yielding tourism attractions have to satisfy the needs and expectations of experience-seeking visitors. The activity focuses on the UNESCO/ICOMOS Charters to select good practices that demonstrate direct links with: ACCESS AND UNDERSTANDING: facilitate physical

and intellectual access by the public to cultural heritage assets and unlock their values for society; INFORMATION SOURCES: based on evidence gathered through accepted scientific and scholarly methods as well as from living cultural traditions; CONTEXT AND SETTING: relate to their wider social, cultural, historical and natural contexts and settings; AUTHENTICITY: RESPECT basic tenets of authenticity; SUSTAINING FOR FUTURE GENERATIONS: act in the vein of responsible tourism; ENGAGING AND INVOLVING LOCAL COMMUNITIES: meaningful collaboration between heritage professionals and stakeholders; RESEARCHING, TRAINING AND EVALUATION: continuing research, training, and evaluation are essential components of the experience design.

THEMATIC ONSITE LECTURE and WORKSHOP 4 (Istanbul Historic Peninsula, TR): EXPERIENCE DELIVERY

Experiences are created through memorable occasions and/or interactions that engage people in a personal way and connect them with a place. Such an experience offers tourists opportunities to derive from their visit meanings and values, gain knowledge, modify attitudes, provoke emotions and impressions, forge relationships, or provide for other subjective elements and sensory experiences, enjoyment and relaxation. Connected to the Multiplier Event (M20) in 2020 and IO5 the activity aims to test the experience-driven final product created by the Partnership in TR/HU/NL/IT/GR.

<u>6 LOCAL ATTRACTION PLANS (LAP):</u> Each Partner identifies five attractions and design a experience trail. PP6 (ARTIFACTORY) will supervise the quality of materials collected and edit a cohesive narrative. The collection process is extends from M11 to M15.

<u>THE EXPERIENCE FACILITATOR iBOOK</u>: Materials (photos, edited narratives, videos and information on geolocation) are handed over to PP4 (STICHTING), who in M18 delivers 6 iBooks compatible with iOS/Windows/android operating systems. Following the COE principles Cultural Routes, the iBook innovates by enabling visitors to select desired objects in the locations of interest by capturing realism and providing for emotional impact creating bridges between people and places. Offered as a free download at the Appstore, it becomes an *interactive learning space*, revealing common values and cultural diversity in the Project Area.

RESPONSIBLE PARTNERS: PP6 (ARTIFACTORY) and PP4 (STICHTING) design and execute the Transnational Training. The PC (NEU); PP2 (TURSAB), PP3 (KJF) and PP5 (INEUROPA) co-organize the onsite thematic lectures with PP6 (ARTIFACTORY) on Konya, Budapest, Modena and Istanbul. P6 (ARTIFACTORY) delivers the Attraction Plan Template to all Partners to fill in: considering: goals and objectives of cultural operators; target markets; social consensus; subject matter knowledge; asset significance. Each PP drafts the LAP; The Quality Control Committee (QQC) evaluates 6 LAPs and hands them over to PP4 (STICHTING), who delivers 6 iBooks.

<u>INTEGRATED COMPOSITE TRAINING PROGRAMME (ICTP)</u>: It consists of 4 Onsite Thematic Lectures in the territory and 4 Training Workshops)
INSTRUCTIONAL DESIGN
During the Onsite Thematic Lectures Trainees trace good practices and malpractices in the field of tourism and to capitalize on already existing successful examples. Project Partners and local stakeholders are trained to understand heritage potential, (tangible/intangible heritage assets) within the philosophy of sustainable development; exchanges their experiences onsite and gain new insights on malpractice/good practice protection, conservation, tourism planning and destination management. 4 Workshops ensure knowledge transfer to Project Partners, Associates and invited Stakeholders on how to develop a tourism attraction plan with selected phenomena onsite and teach them on values and uses oftangible/intangible assets for tourism within the philosophy of sustainable development

Successful tourism and quality visitor experiences opportunities take place, only after as tourism assets, the materia prima in the tourism industry, are signified. The interpretation of heritage is a multidisciplinary process specially designed to interpret a place's assets not only in an entertaining, relevant and structured way, but to convey a message that has personal relevance and meaning to the audience. Interpretation is strategic communication that seeks to create bonds between the audience and the resources, the visitors and the places they visit. It requires research, planning, higher professional skills and consideration of best use of possible best media forms and the principal messages to be conveyed to targeted audiences. Interpretive products and services must present to visitors *the meaning* behind any type of resources, which creates value and significance. Attempting full-scale interpretation e.g. a heritage strategy at local level requires multidisciplinary planning and implementation, on a basis a structured information contacts and experiences and research. Establishing the background information and context should be the basis of pre-visit communication. On-site interpretation should assist and encourage observation, self-interpretation and stimulate further enquiry. Considering the above TOURiBOOSTER intends to contribute to continued professional development of those involved in the training offered in IO2 and include skills in management, business management, marketing and fundraising all across the Project (IO1/2/3/4/5 and SHORT-TERM JOINT STAFF TRAINING EVENT1/2/3/4).
EVALUATION WORKSHOP C:
The Evaluation Workshop 3 trains participants to understand tourism resources and develop classes into classes from the natural, man-made and built environment, the spiritual environment, and the tangible and intangible assets they include. The Evaluation Workshop C educate trainees to identify environmental values (ecosystem and scientific), social, aesthetic, historical, spiritual and special values to communities. It focuses to train Project staff and involved participants to understands the levels of significance of values on a spatial scale [global (UNESCO enlisted), national (designated), regional/local (designated and non-designated)] and on a social scale (nation, community, group, family, personal). Trainees study success examples for the use of cultural values for development and failures, enabling thus joint staff to understand the uses of cultural values for tourism development. It demonstrates success examples and failures, enabling thus trainees to understand the uses of resources and attractions providing new insights for the Partnership. Good practices selected will benefit the planning of the Pilot Projects envisaged in IO3 using a jointly developed a methodology to signify resources and attractions.
The Evaluation Workshop 3 has the mission to convey to trainees the methodological tools, that will allow them to classify tourism assets according to the types of their tangible and intangible nature: e.g. natural and environmental, man-made, built environment and collections, natural cultural heritage; cultural and sports events; tangible cultural heritage; spiritual cultural heritage values (customs, rites and beliefs), material cultural

TOURiBOOST
Reorienting tourism education with digital, social and intercultural competences
to support local stakeholders tackle strategic innovation in heritage tourism
2018-1-TR01-KA203-058344
https://www.tourisboost.eu/

heritage values (produits du terroir, fashion, artefacts, artistic masterpieces) especially focussing on shortcomings that currently impede the values to become agents for development such as bad accessibility, unknown significance, deficits in (inter)cultural communication and connectivity in the broader tourism content at local and regional level.

NECESSITY: The Project Area is extremely rich in cultural heritage and tourism resources, whereas lesser known cultural heritage assets are at risk lacking any kind of care; to reconcile cultural heritage protection and use and communicate cultural values from the tangible and intangible heritage in the Project Integrated Area is needed a powerful medium. **IO3** constructs the local and regional ID with in real-time accessible high added value tourism products and services as a socio-economic benefit and hence the difference in the market.

OBJECTIVE: To guide tourist professionals to the development of smart tourism products and services investing in human capital, increasing community cohesion and social inclusion through a renewed focus on skills development. WP4 is entirely dedicated to aid the development of peripheral destinations in a globalizing world, utilizing the dynamics of culture, to promote cultural production and consumption with local populations as the in situ cultural heritage operators. WP4 identifies experienced based products and services and helps thus connect new skills and new jobs better matching job seekers' and labour markets' needs in the Project Area.

ROLE: WP4 develops skills and capacity building in tourism management organizing a nodal rather than a zonal approach enabling thus the diversification of cultural heritage consumption by offering multi-sensorial end-user experiences. It acts as an Ambassador for people and places in the Project Area, creating and exporting globally the common image.

INNOVATION: The innovation of the Collaborative Training Methodology and Social Media Educational Channel for tourism professionals lies in the synthesis of media tools to manage 3 types of cognitive loads (CL) involving, in particular, detailed didactic ICT skills to model VET curricula according to the findings obtained by Deliverable 06. Brain literacy and educational models with cognitive affinity assist teachers to capture learners' attention and facilitate cognitive processing.

SYNERGIES: ESDP and Enlarged EU, 1999, ESPON 2013, EDEN European Destination of Excellence, EU Political Framework Tourism 2010, **Agenda for a Sustainable and Competitive European Tourism 2007, EU Agenda on Culture 2007, Development Strategy for Entrepreneurship in the Creative Industries 2015.,** CIP 2007-2013 and more specifically EC Innovation Policy 2006, Innovation Services 2009, Innovation Clusters 2008, The Economy of Culture in Europe 2006, Cohesion Policy 2007-2013/Culture. The Economy of Culture in Europe 2006, EC IQM for Destinations 2000, European Tourism Industry 2004, CEDEFOP, Trends and Skills Needs in Tourism 2005, Small Business Act 2009, EU Consumer Policy Strategy 2007-2013, Interreg Europe and ETCP Programes 2014-2020 (Alpine Space, Danube, Adriatic-Ionian, Balkan Mediterranean) The 2010 Action Now Report for New Skills for New Jobs, the EU 2020 Forecast Future Skill Supply, 2012 EU Digital Agenda, Erasmus+ Programme Priorities, the EU Qualifications Framework 2008, CEDEFOP Empowering the Young of Europe meet labour market challenges,

CONTRIBUTION TO THE ERSAMUS+ PROGRAMME: By connecting markets and communities **IO3** creates the real-time accessibility to tourism resources and customized services in the Project Area. In this way the joint activation of HR and economic capital leads to the integration of Community Managers into the global supply and demand pattern. More over by focusing on the viral dissemination of local tourism products and services WP4 exports the brand image of the Project Area and launches the Regional ID to the outer world, contributing thus greatly bridging the gap between the world of education and the world of work.

IMPACT: Aligned with the Bruges Communique/2020 VET objectives, **IO3** launches a highly transferable, participatory knowledge platform, accessible by the Partnership

and the Skills Alliance developed. The innovation is identified as the definition of new skills and the new VET professional profile in Cultural Heritage Tourism. By exemplifying experienced based products and services delivered by higher skilled people with cutting edge technology, WP4 connects new skills and new business opportunities ensuring that creativity and entrepreneurship are encouraged throughout the Project Area, while local businesses move to extroversion, internationalization and connection to the global market.

RESTRUCTURING THE SUPPLY-DEMand PATTERN AT HERITAGE PLACES IN THE CB AREA WITH A NEW HERITAGE MOBILITY MODEL

OBJECTIVE: To develop a Partnership-led Collaborative Network to promote Project scope by inviting multilevel actors to 7 Stakeholder Events.
METHOD and OUTPUTS (1): INNOViTOUR aims to initiate heritage-led regeneration utilizing tourism as a driver for development through the combined efforts of a wide range of stakeholders approached. 70 multilevel actors are invited (10 per PP) open to general public and media. They ensure the continuation of the collective voice, communicating to key players and the general public the necessity to direct entrepreneurial activities to the protection and wise use of our common heritage.
RESULTS (1): 70 multilevel actors from the 3 spheres of state, market and civil society are reached out by: (A)integrating horizontal and vertical sub-networks on a multilateral working basis, thus, both spatial and level distribution generates transnational synergies, which incorporate concrete outcomes into existing public policies resulting to durable good practices; (B) initiating and exercising dialogue among local, regional and transnational actors it contributes to place empowerment The Stakeholder Consultation Report analyzes the finding from the stakeholder Events towards the formation at different spatial scales of a partnership-led collaborative network to support Project objectives exceeding the Project's life time. The Report will analyze 3 sessions: INFORMATION: The inviting \ PP presents Project scope in the DIALOGUE FORUM incl. the Questions and Answers Session; SOCIAL INTERACTION: Participants interact with each other, forming local alliances; EVALUATION: Participants are interviewed in order reflect opinions and propose solutions.
SYNERGIES: EU Horizontal Policies, esp. EU Territorial Agenda 2007, Amsterdam Treaty 1999, The New Lisbon Strategy 2006, The Revised EU SDS 2009, Green Paper on Equality and non Discrimination 2004, the EAP6 2000-2012, 6th Report on Economic and Social Cohesion, the European Charter on Small Enterprises and the Small Business Act 2009.
COMMERCIALIZATION STRATEGY {Tourism Strategy 2020; Marketing and Distribution Plan;

MULTILATERAL EVALUATION and INDUSTRY ADAPTATION OF PILOT PROJECT OUTCOMES
EVALUATION OF PILOT PROJECT APPLICATIONS IN THE COOPERATION AREA

- Evaluation Workshops
- 1 WEB 2.0 Metric System for multiple access to services and products developed

TESTING PILOT PROJECT APPLICATIONS IN THE COOPERATION AREA

- Front-End Evaluation Methodology
- Pilot Project Prototypes evaluated

ENHANCING PILOT PROJECT APPLICATIONS TO CONNECT SKILLED WORKERS WITH THE AV and MULTIMEDIA MARKET

- Remedial Evaluation Methodology
- Pilot Project Prototypes enhanced in the Project Area (Media Evaluation Report) / commercialized

5.4 IO4: VAILDATING PROFESSIONAL SKILLS TO SUPPORT LOCAL STAKEHOLDERS ACCESS KEY TOURISM MARKETS and INVEST IN HERITAGE TOURISM

QUANTIFIED OUTPUTS

- New EQF Professional Profile "Heritage Experience Planner"
- EQF Certification Level (ECTS)

Measurement Unit

- No of Professional Profiles developed
- No of Certifications developed

Target Value

- 1
- 1

QUANTIFIED RESULTS

- Accreditations launched
- Individuals with increased capacities certified

Measurement Unit

- 1
- 1

Target Value

- 1
- 36

Output Description (innovation, impact, transferability)

NECESSITY: The validation of the new professional profile developed by IO1 and IO3 for heritage tourism sector is an indispensable condition for its value in the labor market. The promotion of a new professional profile resulting the training performed in IO2 and IO3 shall correspond to the European Qualification Framework System (EQF).

OBJECTIVE: to invest in human capital by training and certifying professional skills in the planning and management of tourism attractions in the Project Area (TR/HU/NL/IT/GR).

SYNERGIES: CEDEFOP:2012, Skills Supply and Demand in Europe: medium-term forecast up to 2020; CEDEFOP:2015, Skills, qualifications and jobs in the EU; CEDEFOP:2015, Job-related adult learning and continuing vocational training in Europe; EC:{COM(2012) 173 final} Towards a job-rich recovery; CEDEFOP:20009, Professionalizing career guidance. Practitioner competences and qualification routes in Europe; CEDEFOP: 2016, Global Inventory of Qualifications

IMPLEMENTATION METHODOLOGY: IO4 develops a process of certification, which gives all kinds of learners the possibility of accrediting their competencies across Europe, and enhances those acquired at work to the most updated standards in tourism planning. IO4 shall develop a process of certification by using ECVET system as an instrument, which gives learners the possibility of assessment and validation of learning outcomes and recognition of qualifications across Europe, particularly those acquired through experience. Heritage tourism planning in Europe is a progressive field that provides space and opportunities for young people to shape their own professional future. EU recognition of skills plays an important role encouraging them to take responsibility and be involved in shaping society. The tourism sector employs and mobilizes many different professionals working mostly as part-time, periodical workers or on voluntary basis. In Europe, we only find a few countries with formal Higher Education focused on heritage tourism planning, with skills that lie outside the spatial and economic dimension of tourism (spatial planners, architects, economists). Dimensions related to the intangible nature of the tourism experience, natural or cultural mostly takes place during the job with non-formal and informal processes, leaning on other disciplines (ethnology, history, sociology, biology, heritage management, environmental sciences etc.). IO4 is therefore dedicated to develop a system to validate /certify these learning outcomes and informal qualifications gained through experience, so as to greater recognition of professionals. To achieve this 2 tasks are planned:

TASK 1: NEW PROFESSIONAL PROFILE "Heritage Experience Planner"

A novel professional profile "Heritage Experience Planner" emerges providing stakeholders, businesses and young professionals with new skills for new jobs increasing employability and connection to the world of work across the EU and Turkey. It is designed to ensure domain specific professional qualification in tourism planning, enabling both young researchers and established human resources to improve their professional statuses. The certification testifies the holder's expertise in the design and delivery of outstanding tourism experiences, who is then fully capable to unlock the values of tourism attractions.

TASK 2: EQF CERTIFICATION: Task 2 applies the validation of Professional Profile of Executives in the design of outstanding heritage experiences and applies the validation of the Methodology of Certification of Informal Qualifications of Executives; the validation and development of a 3-step certification system: evaluation of candidate's experience; on-line test related to the 6 Attraction Plans presented to the Quality Control Committee (IO3).

IMPACT: The novel skills acquired, enable holders to interact with a series of social partners in the sector across the EU/Turkey and promote thus the tourism uses of natural, cultural heritage and the historic environment (monuments, sites and collections):the experience emerges then as a new tourism product/service. It is envisaged that individuals with increased skills in the experience guarantee the mental, emotional and spiritual accessibility to natural and cultural heritage attractions to a diverse multi-national and multi-generational audience and ensure visitor satisfaction and repeat visitation. The profile remains available to interested individuals and organizations across the EU/Turkey.

TRANSFERABILITY: the novel professional profile in the experience design is an attractive learning option across the different tourism career possibilities accredited with an EQF certification. It changes the HE education landscape by involving actively learners a cognitive and inquiry learning process utilizing pervasive media and digital literacies hand-in-hand with rich contents and critical thinking.

The profile improves the transparency and recognition of AV and Multimedia qualifications and competences, including those acquired in non-formal and informal settings for a continuing easily accessible and career-oriented VET

QUALIFICATIONS, EMPLOYABILITY and CONNECTION TO THE WORLD OF WORK
demonstrate the socioeconomic value of embedding new digital languages in the heritage landscape
address and combat the stakeholder fragmentation in the cultural heritage domain and facilitate the smoot implementation of public procurements in heritage works
validate professional qualifications of AV and Multimedia Designers to enhance transparency and recognition of skills, employability, job mobility and guide procuring authorities in the public sector towards the optimal selection of candidates

Partner-Task Distribution

TASK 1: NEW PROFESSIONAL PROFILE "Heritage Experience Planner"
The new professional profile identifies experienced based products and services in the cultural heritage domain and thus helps connect new skills and new jobs better matching job seeker and labour market needs in both the tourism and the cultural sector. Following the EU Horizontal Policy 2007-2013, the HU/NL/IT/GR NSRFs 2014-2020 and the SRF for Turkey 2023, the EU 2020 Strategy for smart, sustainable and inclusive growth, the EU 2020 Forecast Future Skill Supply and the EU Digital Agenda. IO4 pioneers a new form of co-operation among tourism stakeholders to fully realize the enabling environment for the design and delivery of smart and competitive tourism products and services.

IO4 will develop a competence profile with the necessary qualifications that tourism professionals should have and learning outcomes supposed to achieve for/while working for an organization and in the sector in general. Further, IO4 will develop a system of certification using three main steps: (1) CV evaluation, (2) on-line test and (3) case study presentation. The participants in the pilot process performed in IO3, in each of the participating countries, will be tested on their knowledge, skills and competencies which they have acquired informally through their work, through the delivery of the 6 Local Attraction Plans. The certification will establish trust between partners on assessment procedures and the learning outcomes among trainees. The e-learning platform in IO2 (MOOC) will be developed with information and materials for all interested parties. The development of the professional outline of the **"Heritage Experience Planner"** aims towards the certification of learning achievements as they result from different educational paths. The basic and individual professional functions that compose the job description of a profession or a specialty as well as the relevant knowledge, skills and competences that are required for the exercise of the profession will be defined in the **Professional Outline** (content of the profession; qualifications that are required for the exercise of the profession, ways of qualification acquisition). The analysis of the profession will take place in 4 levels: main professional functions (basic and secondary); professional functions (professional activities); professional tasks and

knowledge, skills and competences. For the needs of the development of the Professional Outline will be utilized as tools for the collection of information: bibliographical desk research, the adapted to the needs of the Professional Profiles method known as Delphi and procedures of evaluation and feedback.

TASK 2: EQF CERTIFICATION

The Training will result in the recognition and validation of acquired skills. The European Qualifications Framework (EQF) is a reference framework to link qualifications systems and strives to increase transparency of qualifications, while also increasing the mobility of citizens and the facilitation of lifelong learning (https://ec.europa.eu/ploteus/en). The EQF allows for a standard referencing level 1-8 ranging from basic to advanced qualifications. These 8 reference levels are based on a concept of learning outcomes, recognizing the knowledge, skills and competences acquired by individuals in all educational paths. Each learning outcome is defined as "what a learner knows, understands and is able to do on completion of a learning process. By applying an EQF Certification, IO4 defends youth employability and the improvement of professional statuses higher skilled workers. The qualification type selected shall be defined by a specification, which includes the following features:

Title: EQF (Level 06) Certificate.

Level: Qualification Type 06 "Advanced knowledge of a field of work or study, involving a critical understanding of theories and principles:

Brief description: to the qualification type to facilitate its understanding and use.

Volume: the "amount" or "volume" of the learning outcomes and its transfer the European Credit Transfer System (ECTS)

Purpose: supplementary/special purpose

Educational Sector: HE

Relation to Employment: outlines of the nature and range of employment an opportunity, which relate to qualifications of the type and refers to professional rights.

Access / development potential: The type of qualifications will provide the necessary information on access to the training program leading to the acquisition of qualifications of the type by the Project and the development potential of the holders of qualifications through learning opportunities which either lead to qualifications at the same level or at a higher one.

RESPONSIBLE PARTNERS: The PC(NEU) and PP6(ARTIFACTORY) develop and professional profile and PP3(KJF) validates the professional profile.

For the professional profile 06 metric system that will facilitate an approximate calculation is being adopted. The proposed metric is based on the assignment of 60 credits as the "value" of a "learning year" of 1,500 hours. In this sense, one credit represents 25 hours of learning outcome. The adoption of this metric ensures that titles can easily be referenced, then, to many national and international metrics, including the European Credit Transfer System (ECTS)

Cedefop (2015). Skills, qualifications and jobs in the EU: the making of a perfect match? Evidence from Cedefop's European skills and jobs survey; Cedefop (2015). Job-related adult learning and continuing vocational training in Europe: a statistical picture.

{COM(2012) 173 final} Towards a job-rich recovery

RESPONSIBLE PARTNERS:

DESIGNING A NEW VET CODE FOR THE DELIVERY OF EXPERIENCED BASED PRODUCTS and SERVICES IN THE HERITAGE SECTOR

- **Development of a Prototype for cultural heritage communication**

- The Handbook for the design and delivery of tourism attractions

ESTABLISHING SKILLS BASED QUALIFICATIONS IN A CONSTANTLY CHANGING KNOWLEDGE ECOSYSTEM

- Development of an EQF Professional Profile

- EQF Certification for the Tourism 3.0 Designer

Co-funded by the
Erasmus+ Programme
of the European Union

TÜRKİYE ULUSAL AJANSI
TURKISH NATIONAL AGENCY

KONYA
NECMETTİN ERBAKAN
ÜNİVERSİTESİ

- EQF Certified individuals

5.5 IO5 SMART SKILLS OBSERVATORY IN HERITAGE TOURISM

QUANTIFIED OUTPUTS

- Project Area Attraction Cluster
- Marketing and Distribution Strategy
- Smart Skills Observatory

Measurement Unit

- No of novel experiences designed
- Marketing and Distribution Strategy
- Smart Skills Observatory

Target Value

- 1
- 1
- 1

QUANTIFIED RESULTS

- Novel heritage experiences designed
- Common strategies adopted
- No of members acquired

Measurement Unit

- No of novel heritage experiences designed
- No of common strategies adopted
- No of members acquired

Target Value

- 30
- 1
- 136

NECESSITY: Project targets are cross-cutting and therefore an inclusive approach that widens and deepens the involvement of key actors from the 3 spheres of state, market and civil society is needed to facilitate implementation and guarantee viability of project innovations and achieved results

OBJECTIVE: to launch 6 exceptional experiences in TR/HU/NL/IT/GR and support the transformation of travel motive into the travel purchase; to ensure project innovations and achieved results through combined efforts of all stakeholders involved (Section H2)

SYNERGIES: European Commission {European Audiences 2020 and beyond; EUROBAROMETER 399: Cultural Access and Participation, 2013; The EU explained: Culture and AV; 2014; Study on specific challenges for a sustainable development on coastal and maritime tourism, 2016; The EU Tourism Indicator System, 2017; Preferences of Europeans towards Tourism, 2016;
Development Strategy for Entrepreneurship in the Creative Industries 2015**;**

IMPLEMENTATION METHODOLOGY

TASK 1: PROJECT AREA ATTRACTION CLUSTER:The digital revolution has opened up limitless possibilities for cultural operators: from museums exhibiting treasures online, to web-streaming concerts and performances that bring a global audience together. At the same time, rising levels of education and the ever-widening choice for leisure and entertainment mean that people are far more demanding and every offering has to be ready to fight for attention. With tight restrictions on public funding prevailing, cultural tourism needs to respond to a new multidimensional world. As the demand side behaves differently, the supply sidesneeds to treat it differently. It is thus clear that not anymore only tourism businesses are directly involved in tourism influence the quality of visitor's experiences. Cultural heritage authorities and operators, business involved in material cultural heritage, souvenirs and handicraft; business involved in cultural heritage communication; museums and sites involving interpretation and high tech to produce learning experiences etc. complete the place experience. The Partnership generates 6 local heritage attraction clusters in the territory across 30 geolocations in TR/HU/NL/IT/GR modelling a new powerful cultural narrative and opens new horizons for authentic experiences in heritage places.

TASK 2: MARKETING and DISTRIBUTION STRATEGY: The strategy sets the grounds for the exploitation, viability and transferability of achieved results far beyond the Project life and is specifically tailored to addressing the market needs of the senior and youth market. It is the reference document for the SMART SKILLS OBSERVATORY to exploit results in the long run and achieve sustainability beyond the Project completion.

TASK 3: SMART SKILLSOBSERVATORY

By facilitating long-term synergies among public-private-third sector actors beyond the project life, TOURiBOOST defines a new stakeholder force to make the tourism stakeholders and businesses remain responsive to demand side and market needs with better informed choices and benefit spread across the EU.

IMPACT: By exemplifying 6 experienced based products and services delivered by higher skilled people with cutting edge technology, IO5 connects new skills- new business opportunities ensuring that creativity, and entrepreneurship are encouraged throughout the Project Area. IO5 creates the enabling environment **for the convergence of supply and demand towards** with extroverted businesses and a harmonious stakeholder force with 136 registered member in the SMART SKILLS OBERSVATORY.

INNOVATION: By showcasing 30 exceptional tourism experiences in the Project Area disseminated by 3 global distributors (Apple/android/Windows) TOURiBOOST attracts high quality tourism on a repeat visitation basis. The product-process innovations

attracts external investment and connecting 6 attraction clusters in the Project Area to the global tourism markets with a quality logo, adopting new functions for local businesses.

TRANFERABILITY: The transferable character of the PROJECT LEGACY is co-developed and shared with 8 specific target groups (Section H2) right from the start, leads to further **collaboration** among actors contributing to competitiveness, social cohesion, business innovation and domain specific skills development. To ensure result transferability multilevel actors from different spatial scales and institutional technical capacities in the Project Area are addressed right from the start. Their combined efforts deliver the Project's main innovation in tourism, the Attraction Cluster in the Project area disseminated by the global distributors Apple/android/Windows and train 36 stakeholders to respond to global sector challenges and maintain major achievements and know-how: 6 high quality heritage tourism products; 2 culture-based innovations and 6 applications with commercialization potential.

Partner-Task Distribution

TASK 1: PROJECT AREA ATTRACTION CLUSTER

The Attraction Cluster is a strategic, dynamic and interactive process of making heritage and the arts widely accessible using the tourism distribution channels. It is needed to engaging individuals and communities in experiencing, enjoying, participating in and valuing culture and the arts through various means available today for cultural operators, from digital tools to volunteering, from co-creation to partnerships. The unique ATTRACTION CLUSTER across 30 geolocations is a high added value experience-based product disseminated through 6 iOS/android/Windows iBOOKs at 30 integrative tourism selling points generating customized experience-driven tourism packages. This is a combined effort of the Partnership to launch an industry-related package with high transferability and replicability degree for more and better applications to benefit tourism businesses actors transferring know how from the world of education to the world of work. In this way the real-time accessibility to tourism resources and customized services in the Project Area is ensured for a global audience, while the joint activation of HR and economic capital leads to the convergence of supply and demand with high added value quality experiences in the territory.

TASK 2: MARKETING and DISTRIBUTION STRATEGY (MDS)

The MDS sets the ground for the exploitation/viability/transferability of achieved results specifically tailored to addressing the market needs of the senior and youth market. The Strategy is the reference document for the SMART SKILLS OBSERVATORY guiding it to exploit Project achieved results in the long run, achieves sustainability, commercialization, mainstreaming so that the ATTRACTION CLUSTER remains operational beyond the Project life and permanently ensures tourism flows in the Project Area.

TASK 3: SMART SKILLS OBSERVATORY

In order to ensure seamless operation of Project innovations and achieved results TOURiBOOST launches and operates a collaborative scheme from the 3 spheres of economy, society and governance, uniting thus the world of education and the world of work with the policy and decision makers right from the start. The Partnership will exploit 15 Project-driven events to provide a great opportunity to local tourism actors and key stakeholders to come into direct contact with the Project Partners and be

informed about project contents and activities. It is of special value to project stakeholders at local level, to tax payers and the youth.

1 statutory Cooperation Agreement (SCA) builds the tangible representation of the transnational collaboration with multilevel actors. The SCAs stabilize Project results during implementation transferring Project philosophy at transnational level; attract newcomers for future actions; enable parties involved to understand they may contribute towards the inclusion of state, civil society and economy; develop an inclusive approach that widens and deepens the involvement of the third sector. The SCAs, active throughout the Project's runtime and beyond, benefit a series of ultimate beneficiaries such as Local Government Bodies and Ministries, Regional and Local Authorities and Communities, Local Action Groups, NGOs and the Voluntary Sector, Cultural Operators and Local Heritage Organizations and Initiatives, Professional Unions and Traders Associations in the Projects Intervention Area. 136 Agreement holders acquire access to all Project results incl. planning and management tools, while they are inspired to aid the Partnership voluntarily. In this way added value is acquired for the Project, but also concrete benefits for the SCA holders: they are enabled to build highly synergetic networks to promote heritage entrepreneurship using cultural values as an agent for change across the EU/TR.

RESPONSIBLE PARTNERS

PP2 (TÜRSAB) prepares the statutory COOPERATION AGREEMENT and hosts the organization in its premises in Istanbul/TR. Each Partner signs the Agreement at the Multiplier Event in Istanbul-TR/M22. PP2 (KJF) will delivers the Marketing and Distribution Strategy for the SMART SKILLS OBSERVATORY and the ATTRACTION CLUSTER and present it in M22 at the Multiplier Event in Istanbul-TR. All Partners have contributed to the ATTRACTION Cluster with 5 outstanding experiences with market value in 6 selected heritage places.

SUSTAINABILITY

- Evaluation and Project Impact Report (Hungary) (EVALUATION/Management0
- Satisfaction Survey on the supply side offers in the project area NEU+(all)
- **MOC on Tourism Business Incubator (Tursab)**

Training = 230.00 260.

260

50.000

40.000

30.000

35.000 (125)

32.000

40.000

TR (2)

HU

NL

IT

GR

5.6 TRAINING

A shift in thinking has taken place as a consequence of social networking in virtual environments impacting the real moment. This shift has created a new paradigm affecting tourism that is a social phenomenon and an industry at the same time that goes beyond the process of innovation: it reconstructs itself as it suffers external and internal influences and goes to a next level of organization and optimization of resources.

New training is required to innovate and manage novel products and services that today are not connected to real needs and demands of users of tourism products and services worldwide, following the trend: authentic stories have a stronger impact on the consumer.

TOURBOOSTER envisages 4 TRAINING EVENTS in Konya/TR; Budapest/HU; Modena/IT; and Istanbul/TR. They are directly liaised to the IO2 LINKING STAKEHOLDER EDUCATION TO KEY TOURISM EXPERIENCES and QUALITY SERVICES IN THE TERRITORY, which incorporates the Project's MOOC Training.

The 4 SHORT-TERM JOINT STAFF TRAINING EVENTS are structured in a twofold way with one Onsite Lecture (Part A), an Evaluation Workshop (Part b) follows. The Training Event is designed to offer joint staff domain specific knowledge, however they are meant to include the highest number of other interested sector participants and local stakeholders into the overall Project activities and thus communicate the TOURiBOOSTER contents at grass roots level. The 4 SHORT-TERM JOINT STAFF TRAINING EVENTS are devoted to know-how transfer and how-to-create a high added values cultural heritage experience onsite as well as to identify both malpractices and good practices for optimal results. They take place in:

- Konya, Italy (M4);
- Budapest, Hungary3 (M12);
- Modena, Italy (M18);
- Istanbul, Turkey (M24)

to trace good practices and malpractices in the field of tourism and to capitalize on already existing successful examples. Project Partners and local stakeholders are trained to understand heritage potential, (tangible/intangible heritage assets) within the philosophy of sustainable development; exchanges their experiences onsite and gain new insights on malpractice/good practice protection, conservation, tourism planning and destination management.

The 4 TRAINING EVENTS is a composite training activity and includes
4 thematic onsite lectures onsite followed by Evaluation Workshop per onsite activity.
4 THEMATIC ONSITE LECTURES special emphasis on the quality tourism experience and they deliver the tools to enable Partner design Pilot Projects with commercialization potential.

INSTRUCTIONAL DESIGN

The 4 THEMATIC ONSITE LECTURES educate Project Partners and cooperating stakeholders to identify tourism resources from environmental values (ecosystem and scientific), to social, aesthetic, historical, spiritual and special values and perceived the differences between tourism assets and yielding tourism attractions. The 4 ONSITE THEMATIC LECTURES focus on:

A) UNDERSTANDING THE TRAVEL MOTIVE (Case Study: Konya, TR)
B) UNDERSTANDING TOURISM ACCESSIBILITY (Case Study: Budapest, HU)
C) TOURISM PLANNING: FROM RESOURCES TO ATTRACTIONS (Case Study: Modena,IT)

D) TOURISM PLANNING: ATTRACTIONS TO EXPERIENCES (Case Study: Istanbul Historic Penisula, TR)

The 4 ONSITE THEMATIC LECTURES will lead trainees to the understand tourism planning as selected phenomena onsite will be used to make the Partners and Associates understand value types and use of tourism assets (tangible/intangible) within the philosophy of sustainable development. The transnational aspects all 4 Onsite Thematic Lectures shall provide new insights on malpractice/good practice in favour of the Partnership focusing on protection, conservation, management, interpretation for tourism development.

4 EVALUATION WORKSHOPS: They ensure Evaluation and Knowledge Transfer all across the composite training. The 4 joint Evaluation Workshops teach Project Partners, Associates and invited Stakeholders how to conduct a brain storming session, a frond-end evaluation, a remedial evaluation and a summative evaluation towards the completion of the Pilot Projects with commercialization potential The 4 joint Evaluation Workshops fine tune experiences acquired in situ resulting in practical recommendations for Pilot Projects (IO3) and future Projects and initiatives upon the successful completion of the Project.

5.6.1   Training Event 01

ONSITE LECTURE A) "UNDERSTANDNG THE TRAVEL MOTIVE" and EVALUATION WORKSHOP 1(Case Study: Konya, TR)

DIDACTICAL FRAMEWORK: Tourists select destinations from different reasons and perspectives: because of cultural affinity; because they attach meanings and values to certain attractions; because they may be attracted by the quality of nature or by a range of diverse activities, or the quality of services offered at destination level. Several supply-side related factors such as quality, resources, destination environment, infrastructure, and a range of values attached to local assets can influence the tourists' intention to opt for a destination. People travel for different reasons, seeking adventure, spectacular scenery, or for the wildlife and culture. Knowing why visitors come to a destination, and what they expect to find when they arrive, will assist trainees to understand that travel motive in the globalized world and its recent dependency from technological advancements.

TRAINING WORKSHOP 1 UNDERSTANDNG THE TRAVEL MOTIVE": The Workshhop will focus on the UNESCO/ICOMOS Charters to select good practices that demonstrate direct links with: ACCESS AND UNDERSTANDING: facilitate physical and intellectual access by the public to cultural heritage assets and unlock their values for society;

INFORMATION SOURCES: based on evidence gathered through accepted scientific and scholarly methods as well as from living cultural traditions;

CONTEXT AND SETTING: relate to their wider social, cultural, historical and natural contexts and settings;

AUTHENTICITY: RESPECT basic tenets of authenticity;

SUSTAINING FOR FUTURE GENERATIONS: be sensitive to its natural and cultural environment, with social, financial and environmental sustainability among its central goals; INCLUDING AND ENGAGING AND INVOLVING LOCAL COMMUNITIES: be the result of meaningful collaboration between heritage professionals, host and associated communities, and other stakeholders.

RESEARCHING, TRAINING AND EVALUATION: continuing research, training, and evaluation are essential components of the interpretation of a cultural heritage site.

The TRAINING EVENT 1 shall therefore help trainees and participants understand the travel motive and apply the know-how in the design of their Pilot Projects in IO3.

5.6.2 Training Event 02
ONSITE LECTURE 2 "UNDERSTANDING TOURISM ACCESSIBILITY" and EVAUATION WORKSHOP 2 (Case Study: Budapest, HU)

DIDACTICAL FRAMEWORK FOR THE ONSITE THEMATIC LECTURE 2: Accessibility to resources and ease of experiencing the destination are critical considerations for visitors. The time needed to find information, to book a hotel, to reach the destination, to access a specific place when visitors arrive, the distance visitors have to travel, the friendliness when acquiring tourism goods, levels of services etc, can directly influence length of stay, the expenditure level and customer loyalty. Timely and relevant information distribution is one of the most essential elements for a destination's success. Providing appropriate and stimulating information before and during a trip can be one of the most effective strategies for destinations to attract and extend the length of stay. Visitor friendly, validated, quick to access information impinges on the way visitors spend their time, where they go, what services they use and ultimately on the travel expenditure. But in reality even metropolitan areas and World Heritage Sites fail to provide for a complete accessibility: web site, brochures, maps, apps and information outlets do not usually can act as decision and behaviour formatters. The role that tourism related sectors have in providing credible information to visitors e.g. guide books, travel writers, information and visitor centres, national, regional and local tourism organizations, destination related web sites, accessibility and tourism related apps, signage and signposting need to be understood as one unit from the view point of an integrative accessibility strategy.

EVALUATION WORKSHOP 2: The Workshop will focus on the four basic accessibility parameters:

Geographical; Physical; Digital; and Cognitive-Emotional. Tourism is an industry of knowledge based activities. Places are important *if* they have a widely recognized identity. Cognitive distance has the potential modify tourists' cognition of vacation transport costs and influence the purchase decision. The Workshop will discuss the topic that public infrastructure is not commercial in nature, but it is a task for tourism planning to provide for signage, way finding systems, restrooms, tourist information bureaus, visitor information centres and kiosks, trails, parks, public toilets, walking tracks, picnic facilities parking and public domain attractiveness as well as effective transport means. Participants will be asked to select for the Pilot Projects with IO3 tourism assets that are providing the correct mix of infrastructure elements are able to satisfy visitors and at the same time provide residents with facilities and experiences that without tourism, they would not be able to enjoy to the same extent. The Workshop will also investigate digital accessibility comparing mobile telephony applications and related app in regards to their contents and the customer satisfaction.

5.6.3 Training Event 02

ONSITE LECTURE 3 "TOURISM PLANNING: FROM RESOURCES TO ATTRACTIONS" and EVALUATION WORKSHOP 3 (Case Study: Modena,IT)

DIDACTICAL FRAMEWORK FOR THE ONSITE THEMATIC LECTURE 3:   The Experience Seeker market segment is the rising trend in tourism: visitors want to be engaged and discover what is unique about a place and its people. Visitors are willing to pay a premium price for the right experience, the quality of which will define local identity and hence difference in the market. But resources, even if they have a global existence value, are not ready to perform as a branded commodity in the eyes of the consumers. Yielding tourism attractions have to satisfy the needs and expectations of experience-seeking visitors. It is not just a collection of painting or a famous site that ensure satisfaction, but the integrative experience in the places of interest.

Successful tourism and quality visitor experiences opportunities take place, only after as tourism assets, the materia prima in the tourism industry, are signified. The interpretation of heritage is a multidisciplinary process specially designed to interpret a place's assets not only in an entertaining, relevant and structured way, but to convey a message that has personal relevance and meaning to the audience. Interpretation is strategic communication that seeks to create bonds between the audience and the resources, the visitors and the places they visit. It requires research, planning, higher professional skills and consideration of best use of possible best media forms and the principal messages to be conveyed to targeted audiences. Interpretive products and services must present to visitors *the meaning* behind any type of resources, which creates value and significance. Attempting full-scale interpretation e.g. a heritage strategy at local level requires multidisciplinary planning and implementation, on a basis a structured information contacts and experiences and research. Establishing the background information and context should be the basis of pre-visit communication. On-site interpretation should assist and encourage observation, self-interpretation and stimulate further enquiry. Considering the above TOURiBOOSTER intends to contribute to continued professional development of those involved in the training offered in IO2 and include skills in management, business management, marketing and fundraising all across the Project (IO1/2/3/4/5 and SHORT-TERM JOINT STAFF TRAINING EVENT1/2/3/4).

EVALUATION WORKSHOP C:

The Evaluation Workshop 3 trains participants to understand tourism resources and develop classes into classes from the natural, man-made and built environment, the spiritual environment, and the tangible and intangible assets they include. The Evaluation Workshop C educate trainees to identify environmental values (ecosystem and scientific), social, aesthetic, historical, spiritual and special values to communities. It focuses to train Project staff and involved participants to understands the levels of significance of values on a spatial scale [global (UNESCO enlisted), national (designated), regional/local (designated and non-designated)] and on a social scale (nation, community, group, family, personal). Trainees study success examples for the use of cultural values for development and failures, enabling thus joint staff to understand the uses of cultural values for tourism development. It demonstrates success examples and failures, enabling thus trainees to understand the uses of resources and attractions providing new insights for the Partnership. Good practices selected will benefit the planning of the Pilot Projects envisaged in IO3 using a jointly developed a methodology to signify resources and attractions.

The Evaluation Workshop 3 has the mission to convey to trainees the methodological tools, that will allow them to classify tourism assets according to the types of their tangible and intangible nature: e.g. natural and environmental, man-made, built environment and collections, natural cultural heritage; cultural and sports events; tangible cultural heritage; spiritual cultural heritage values (customs, rites and beliefs), material cultural heritage values (produits du terroir, fashion, artefacts, artistic masterpieces) especially focussing on shortcomings that currently impede the values to become agents for development such as bad accessibility, unknown significance, deficits in (inter)cultural communication and connectivity in the broader tourism content at local and regional level.

5.6.4 Training Event 04

ONSITE LECTURE 4 "TOURISM PLANNING: FROM ATTRACTIONS TO EXPERIENCES" and EVALUATION WORKSHOP 4 (Case Study: Istanbul Historic Peninsula, TR)

DIDACTICAL FRAMEWORK FOR THE ONSITE THEMATIC LECTURE 4: Experiences are created through memorable occasions and/or interactions that engage people in a personal way and connect them with a place. Cultural experience means to offer non-captive audience opportunities to derive from visit meanings and values of the resources, gain knowledge, modify attitudes, behaviour, provoke emotions and impressions, forge relationships, or provide for other subjective elements and sensory experiences, enjoyment and relaxation. Individual dispositions may dictate various needs to experience seekers: the need for social contacts at cultural heritage settings or/and learning experiences; the need for restorative environments or experiences which create a sense of peace and calm; the need or desire to escape from a mundane and alienating environment, or to alleviate boredom; a search for novelty or change, for new sources of stimulation and adventure, or the need to explore the unknown; the need for learning or cognitive engagement; finally leisure as an opportunity for self-fulfilment, self-development or a source of meaning in life.

In tourism customer service is critical: the higher level a visitor service, the more likely a local business will create a favourable and memorable impression, creating good word of mouth and return business. Destinations have to plan to deliver outstanding experiences from the first moment visitors click on a web site or take a look at a brochure, up to when they leave the destination. A highly-skilled tourism professional knows what different visitors want from their experience. Quality associated with all aspects of visitor experience is the key to repeat visitation and word of mouth referrals, so essential to long-term destination viability. Destinations that become recognized as delivering quality services and experiences enjoy the benefits of market leaders. Visitors are becoming more experienced and discerning: once dissatisfied they are never to return. The range, capacity and quality of lodging, catering, retail, entertainment, public amenities and attractions are critical to the ability of a place to attract and retain visitors.

EVALUATION WORKSHOP 4: The Evaluation Workshop 4 will run in the framework of the Multiplier Event of the TOURiBOOSTER Project in August 2020. It is connected to the IO5 "ENSURING PROJECT INNOVATIONS and ACHIEVED RESULTS" and aims to ensure achieved results demonstrating TOURiBOOSTER as a sustainable investment in the Project Area in Turkey, Hungary, Holland, Italy and Greece, and test the performance and efficiency of the Transnational Partnership. The Workshop will present the Open Collaborative Network of Tourism Business Actors and Stakeholders, who will have been created across the Project life the experience-based tourism product generated in five countries across 60 geolocations.

The product shall be seamlessly connected with tourism consumption points and shall be evaluated by the tourism business actors for its value as final commodity. Upon successful evaluation TURSAB will market the Final Product with the TOURiBOOSTER logo at the Global Fair ITB Berlin in 2021. KOSGEB and EEN (Enterprise Europe Network) will be among the evaluators invited to fine tune project results, as part of the project-driven Open Collaborative Network.

6. PROJECT DESCRIPTION

6.1 Project Objectives

6 PPs in TR/HU/NL/IT/GR share the vision to reshape the tourism experience by applying culture as a driver for tourism development. Having identified 5 major shortcomings they define a new paradigm of research to employ and replicate **a market-shared reference code** for cultural values and investments:

1. CULTURAL VALUES:In the PP 2007-2013 out of 47 billion EU Structural Funds, only 6 billion (1.7%) were allocated to culture, which is not appreciated as wealth generator, because its outputs are considered of only intellectual nature. As a result new products are delayed, orders are lost and competitiveness is weakened.

2.SUPPLY-DEMAND DIVERGENCE: Developments in ICT/MobileTelephony have produced a new market, the YOUTH: outdated languages/technology result in the loss of this audience. The labor market stagnates in front of fossil professions with outdated skills: only highly skilled worker can meet new market demands. TOURiBOOST proposes a contextual revolution in tourism planning that can become a bridge between the tourism industry and cultural institutions by introducing new fields of applications.

3. STAKEHOLDER FRAGMENTATION: The heritage sector is extremely fragmented because: A)Different institutional/legal structures and frameworks/capacities with overlapping state-regional-local government responsibilities perpetuate tensions in the policy context; B)Different perceptions of culture by different actors at different levels give rise to competition between the PPT actors. By encouraging close co-operation of key actors from the PPT Sector, entrepreneurial innovation is stimulated, leading to endogenous development and employability.

4. PROTECTION USE-CONFLICT
The right balance between protection-use of heritage assets is the precondition for sustainable development. There is an urgent need for transnational action to replicate/upscale of a resilient heritage-led paradigm to fit the tourism consumption.

5. NEED FOR CULTURAL CAPITAL: 77% of the EU citizens declare culture as important for everyday life: EUROSTAT, 2015. However cognitive-emotional accessibility to cultural heritage is alarmingly low, especially among the digitally innate youth. It is imperative to develop critical skills among audiences in cultural heritage and raise its awareness for semiotic codes.

Fully in compliance with:

- The ERASMUS+ Programme Objectives
- the promotion of European values in accordance with Article 2 of the Treaty of the European Union
- The EU Guidance on Horizontal Themes (gender equality and non-discrimination);
- the EU 2020 Strategy for smart, sustainable and inclusive growth,
- the EU Digital Agenda;

TOURiBOOST pioneers a new form of co-operation among the HE and the Public-Private-Third Sector with a global objective to:

A)Reconcile the world of education and training and the world by embracing novel training practices and competences in the neuralgic domain of tourism;

B)Defend employability and the growth of entrepreneurial spirit by investing invest in human capital and innovation. Respectively 4 sub-objectives are included in the 5 Intellectual Outputs:

O1: develop and prototype a new project-based learning and multidisciplinary curriculum to **boost innovation in HE and the PPT Sector**

O2: Prototype and test the "Tourism Experience Design" as product-process innovation in the Project Area towards the commercialization of new services, products and prototypes

O3: Support entrepreneurial mind-set and stimulate HE-Enterprise cooperation aiming at strengthening employability, creativity and new professional paths

O4: Improve the transparency and recognition of qualifications and competences, including those acquired in non-formal and informal settings

05: Involving stakeholders/youth into a cognitive-inquiry learning utilizing pervasive media/digital literacies hand-in-hand with rich contents and critical thinking

TOURiBOOST challenges the heritage production model following the: *Making Europe world's no 1 tourism destination*; H2020 Grand Societal Challenges; ERASMUS+ HE Objectives; UNESCO/ICOMOS/COE treaties on culture to assist tourism stakeholders tackle strategic innovation in tourism

TARGET GROUPS

1.PUBLIC SECTOR: 3LevelAuthorities; PublicMuseum/Sites/Collections; 3Level Education Institutions

2.PRIVATE SECTOR: Chambers {Commerce/Industry}, SMEs, DevelopmentAgencies; Public-Private-3SectorPartnerships;

3.PROFESSIONAL UNIONS:TravelAgents/TouristGuides/

4.DIGITAL INTEGRATORS:Appstore and Googleplay ensure the uptake of 6 Project innovations

5.YOUNG AUDIENCES: involved in 6 Heritage Tourism Prototypes (IO3)

6.HERITAGE TOURISTS: are offered an enriched cultural heritage consumption mix via the 6 Local Attraction Clusters

7.ACADEMIC COMMUNITY: involved in 38SkillBuilding/84 research activities/InternationalConference/8publications

8. PRESS:2 PressConf/4 PressTripTours

9: SMART SILLS OBSERVATORY IN HERITAGE TOURISM:136Stakeholder operate the Project Legacy with signed Agreements

6.2 Participants

The Project is depicting a classic EU territorial reality extending in 5 countries and 6 regions (TR52/TR100/HU101/NL321/ITD55/EL41), with shores both to the North Sea (NL), the Black Sea (TR) and the Mediterranean Sea (IT/GR/TR). In the aftermath of the 2008 crisis, the Project Area shows a strong heterogeneity in traditional industry incl. agriculture, services, tourism and oil reflected in employment-skills distribution and with youth-female unemployment reaching an average 22%-10% with higher rates in GR/TR/HU. Employment rates across the EU tend to show a north-south divide on a country as well as regional level. In north-western Europe countries employment rates tend to be higher in rural areas, whereas in most Baltic, southern, central or eastern EUMS, cities exhibit higher employment rates. Considerably lower employment rates are observed for women than men. The gender employment gaps are widest for women in age groups associated with having caring responsibilities for children, dependent family members or grandchildren. According to EUROSTAT (2020 Indicators for Employment) the with an unemployment rate of 18.7 % in 2016, young people aged 15 to 29 were clearly at a disadvantage compared with the overall population and the improvement of qualification levels is essential to meet the growing demand for a highly skilled labour force in the EU.

On the other hand 43% of enterprises in the Black Sea Basin consider the lack of skills as a problem for the performance and development of their enterprises, while in Northern Europe the scale is significant smaller and does not affect the SMEs. Thus vocational education and training also has an important role to play, both to improve technology absorption and diffusion in the countries and to enhance individual employability, given the access to young people is ensured.

Considering the above, TOURiBOOST is of strong social character: the Partnership unanimously intends to address young professionals, small communities, long-term unemployed, women entrepreneurs, start-uppers with difficulty to access knowledge innovation, capital and networking opportunities and support them to tackle strategic innovation in tourism.

TOURiBOOST is open access and profit-free educational platform by definition. It aims to cultivates relationships with learners, and involve them into the design of better products and services, and demonstrates competitive advantages in the form of Project outcomes. All 6Partners utilize the NEW BUSINESS MODEL to develop a product-process innovation for customer expectations and customer integrated experiences making from clients and product-buyers product-sellers and fame generators across 30 geolocations in TR/HU/NL/IT/GR. Learners in peripheral, remote and sparsely populated areas will be given precedence, so that they also have access to the learning and practicing community envisaged by TOURiBOOST.

In sum follows EU Horizontal Polices on EQUALITY/NON DISCRIMINATION to: promote self-employment of young women; increase participation of chronic unemployed {women, part time jobbers, disabled persons}; reconcile work- family; eliminate sex-age stereotyping in job descriptions; oppose the discrimination of religion, beliefs, transgender people; break down pay inequalities and horizontal segregation, encouraging equal distribution of paid work between women-men- disabled persons. Education, fundamental EU policy for equal opportunities, is supported with 38 skill building activities. Through the implementation of the Transnational Attraction Cluster in 6 countries young women-researchers-disabled persons improve their professional statuses.

TOURiBOOST follows EU Horizontal Polices on equality/non-discrimination to: promote self-employment of women; increase participation of chronic unemployed women; reconcile work- family; eliminate sex-age stereotyping in job descriptions; break down pay inequalities and horizontal segregation, encourage equal distribution of paid work between women-men. This policy will be adopted during all project procurement processes and staff selection.

However, gender equality will be further and more strongly promoted at a local society level and through the implementation of the Project in partner areas and most especillly in regards to the enrollment and registration to the eCourse. To be more specific: As women are carriers of innovation, extroversion and are susceptible to new ideas, they could act as vehicles of a "new" entrepreneurship ethic in partner areas and at cross-border level. Indeed, academia has shown that women have a tendency to be involved in industries that are related to the service sector due to their character and social skills. This is particularly evident in tourism, an industry which will be heavily promoted through project activities. In that respect, partners shall focus in attracting female entrepreneurs or existing female cooperatives and networks in the business networks that will be built in an effort to enhance their social mission and service provision.

The concept of endogenous development that has overwhelmed development policies in the EU and elsewhere since the 1970s, dictates that the identification assessment of educational access and decisions on how to implement it are no longer considered as technical questions to be decided exclusively by a few academics but instead have become subjects of a wider debate within the communities concerned. In that respect, both education and knowledge of cultural heritage is closely connected to the fundamental components of inclusive social development, which recognizes the need and necessity of all citizens in actively participating in the development and planning process and in being empowered through the strengthening of the "sense of place". In this vein TOURiBOOSTER intends to apply participatory approaches and bottom-up techniques in the design and implementation of the Project, actions that contribute towards democracy at local level and are dictated by EU policies. One characteristic example of implementing bottom-up techniques is access to education and the orientation to build a life long learning inclusive community, so as to trigger development through bottom-up development and participatory techniques. Of particular importance in this process is the Project's orientation in mobilizing all segments of local society in tourism entrepreneurship and the cultural and creative industries in an effort to define a collective place identity that will be promoted as "experience" to tourists. This construction of the collective identity at local level works towards strengthening local and regional democracy and promoting the rights of specific marginal groups.

As stated above, TOURiBOOST follows the EU Horizontal Policy on Gender Equality (Article 23: Equality between women and men), the Charter of Fundamental Rights of the European Union (2000) and the EU Equality Strategy between men and women 2015. Accordingly women and men are equally represented in the Steering Group Committee, with a responsible officer for equal opportunity and diversity consideration. The terms of reference of the Steering Group Committee specify clearly equality and diversity responsibilities. Staff members are appointed to monitor Project implementation according to the policies aforementioned. They give formal feedback on related topics consideration in all Project meetings. In this respect the Steering Group Committee is the main medium of the Partnership to supervise that educational access to the selected target groups aforementioned is ensured.

The Learning Community aforementioned participates

STAKEHOLDER WORKSHOPS: The Workshops enable facilitate the insight that each service/product is connected into an ecosystem and that only by addressing the ecosystem the transformation can generate value in the market. 6 onsite Stakeholder Workshops in TR/HU/NL/IT/GR map current realities, are open participants to envision the change and define a set of integrated solutions, from stakeholders profit.

MOOC INTENSIVE TRAINING e-COURSE: the open access course encourages learners with restricted access to knowledge and capital build up their professional stautses

INTEGRATED COMPOSITE TRAINING PROGRAMME (ICTP): {4 Onsite Thematic Lectures in the territory and 4 Training Workshops}. The ITCP educate participants identify tourism resources from environmental values (ecosystem and scientific), to social, aesthetic, historical, spiritual and special values and perceived the differences between tourism assets and yielding tourism attractions. The ITCP is structured in a twofold way with 4 Onsite Thematic Lectures and 4 consecutive Training Workshops. The ICTP is designed to offer trainees domain specific knowledge and to include the highest number of other interested sector participants and local stakeholders into the overall Project activities, while devoted to know-how transfer and how-to-create a high added values cultural heritage experience onsite as well as to identify both malpractices and good practices for optimal results. The Programme consists of:
1.1 THEMATIC ONSITE LECTURE and WORKSHOP 1 (Konya, TR/M4): HERITAGE SIGNIFICANCE
1.2 THEMATIC ONSITE LECTURE and WORKSHOP 2 (Budapest, HU/M9): ATTRACTION PLANNING
1.3 THEMATIC ONSITE LECTURE and WORKSHOP 3 (Modena, IT/M13): EXPERIENCE DESIGN
1.4 THEMATIC ONSITE LECTURE and WORKSHOP 4 (Istanbul Historic Peninsula, TR/M22): EXPERIENCE DELIVERY

DESIGN and DELVERY OF 6 LOCAL ATTRACTION PLANS (LAP): Participants may exploit the powers of local attractions to form exceptional experiences. They identify determine a range of desirable experiences and tourism uses. By providing a diversity of uses for each heritage asset involved learners are taught how to avoid the rising of conflicting interests among users who expect various outcomes from a product or service: users may select products and services close to their motives.

NEW PROFESSIONAL PROFILE "Heritage Experience Planner"
Learners may profit form the novel professional profile "Heritage Experience Planner" which is providing with new skills for new jobs increasing employability and connection to the world of work across the EU and Turkey. The profile offers domain specific professional qualification in tourism planning, enabling both young researchers and established human resources to improve their professional statuses. The certification testifies the holder's expertise in the design and delivery of outstanding tourism experiences, who is then fully capable to unlock the values of tourism attractions.

EQF CERTIFICATION: The novel skills acquired, enable holders to interact with a series of social partners in the sector across the EU/Turkey and promote thus the tourism uses

of natural, cultural heritage and the historic environment (monuments, sites and collections):the experience emerges then as a new tourism product/service. It is envisaged that individuals with increased skills in the experience guarantee the mental, emotional and spiritual accessibility to natural and cultural heritage attractions to a diverse multi-national and multi-generational audience and ensure visitor satisfaction and repeat visitation. The profile remains available to interested individuals and organizations across the EU/Turkey.

6.3 Innovation and Complementarity

TOURiBOOST has not been created in isolation. It constitutes advancement of 4 EU funded Projects, which have exploited the technology intense experience for heritage entrepreneurship and tourism development: The ENPI CBC BSB JOP MIS ECT 2617/ALECTOR (2016), which pioneered the first 24 hours accessible Open Street Museum in the Black Sea Basin; The SEE/B/0016/4.3/XSAGITTARIUS (2014), which delivered the first Roving Museum for self-guided tourism in South East Europe; the COS-TOUR-2015-3-04/699493/DIVERTIMENTO (2018) that connected heritage supply and demand with experienced based tourism services and the Erasmus +TOURBAN Project (2019) exploiting the social media impact on urban tourism.

The Project's ultimate milestone, the "6 Attraction Clusters" in the Project Area are remodeling the supply and demand pattern at heritage places, exporting globally the cultural significance as a win-win scenario for the people and the territory.

1. TOURiBOOST launches a comprehensive framework to communicate heritage significance of stakeholders to unlock cultural values and inspire tourism and cultural entrepreneurship in the BSB. To fully realize this vision TOURiBBOOST strictly follows the COE/UNESCO/ICOMOS/UNEP/IUCN international treaties/conventions; the 2015 Paris Declaration on EU 28 on education; the European Heritage Year 2018 and the 2014 Declaration on a NEW NARRATIVE FOR EUROPE; The EUMS (HU/NL/IT/GR)NSFR and Partnership Agreements for the Development Framework 2014-2020 and the Tourism Strategy for Turkey 2023.

2. The guiding principles, to REMODEL TOURISM SUPPLY AND DEMAND in the Project area, combat seasonality and provide for a diversification of the CB tourism product and integration of coastal/inland tourism, derive from: the EU Strategy on smart, sustainable and inclusive growth; the Reform of the EU Cohesion Policy for Maximum Impact on Growth and Jobs; the 2020 Grand Societal Challenges; the Danube macroregional strategy for Hungary; the EDEN Destination of Excellence; The Cultural Routes of the Council of Europe (COE); the European Heritage Label; the URBACT Programme; the LIFE Programme; the COSME Programme for the Competitiveness of Enterprises and SMEs; the EU SME Charter/the Small Business Act; EUROBAROMETER 2014: Role of Public Support in the Commercialization of Innovations; Entrepreneurship 2020 Action Plan/COM(2012) 795 final; European Charter for Small Enterprises; The European Tourism Indicator System/Toolkit for Sustainable Destinations, 2013
CEDEFOPF {Skills shortage and surplus occupations in Europe, 2016; Developing skills foresights, scenarios and forecasts, 2016; Labour market information and guidance, 2016; EU 2020 Forecast Future Skill Supply; EQF, 2016}
TOURiBOOST pioneers a new form of cooperation among businesses and research institutions to deliver smart skills, professional qualifications, innovation services and

products with commercialization potential. The investigation of entrepreneurial-skills needs in the Project Area helps local businesses become responsive to market demands and identify a new generation of smart services following a product-process innovation. The innovation lies in the transformation of the product-buyer into the product-seller challenging the traditional tourism production-consumption model by transforming teaching and learning practice for tourism professionals into innovation capacities fully in accordance with the

To induce PRODUCT-PROCESS INNOVATION IN TOURISM and exploit the rising powers of Cultural and Creative Industries (CCI) and launch 29 products with commercialization potential into global distribution HERIPRENEURSHIP following guiding principles by: The CREATIVE EUROPE Programme; The EU-China Programme for innovation and cultural exchanges in the CCI Sector; the ERASMUS+; the EASI Programme on innovation; the LUND Declaration, EU Digital Agenda/Grand Coalition for Digital Skills and Jobs, the INNOVATION UNION targets; the EUROPEANA 2020 Strategy; the EU Grand Coalition for Skills and Jobs; Culture and Audiovisual. Celebrating Europe's Cultural Diversity, 2014; The EU Audiovisual and Media Services Directive, 2016; UNESCO: Measuring the Economic Contribution of Cultural Industries, 2012; **EU-Eastern Partnership Culture and Creativity Programm**e, 2017; EU China 2020 Strategic Agenda for Cooperation; NEW RENAISSANCE/Report of the Comité des Sages: Reflection Group on Bringing Europe's Cultural Heritage online, 2011; EUROBAROMETER/394/Role of Public Support in the Commercialization of Innovations; 2014; COUNCIL OF EUROPE: Impact of European Cultural Routes on SMEs' innovation and competitiveness, 2010.

To globally distribute the 6 Attraction Clusters in TR/HU/NL/IT/GR {30 geolocations; 6 iOS/Android/Windows iBOOKs }, TOURiBOOST aligns with the EU Audiovisual and Media Services Directive(Amendement:2016) and follows the technical developments of Appstore/GooglePlay.

6.4 Results

TOURiBOOST initiates a contextual revolution to local stakeholders tackle strategic innovation in heritage tourism and promote new upskilling pathways in the neuralgic sector of tourism. Planned results will lead to innovation in tourism education and the effective mentoring of stakeholders and tourism SMEs so as to grow in the regional, national and international context; to enhance business competitiveness with a new model for process-product innovation; and to launch a stakeholder-skills-alliance to facilitate the uptake of local heritage by the global market. 3 main results types are planned:

A. INVEST IN HUMAN CAPITAL and PRODUCT-PROCESS INNOVATION: enhance work-based learning, training and sharing of experiences and know-how; demonstrate the socioeconomic value of the experience-driven tourism and deliver the right skill mix to diversify tourism offers; employ the youth and stakeholders with new ICT and domain specific skills and reduce brain drain and territorial depopulation; develop a product-process innovation in tourism and identify new business opportunities; create a new supply-demand pattern supporting tourism entrepreneurs to compete in the global market; attract place-attached economic activities via branded places and place-driven products with acknowledged market value (IO1/2/3)

B. STRENGTHEN CB HERITAGE PRODUCTIVITY AND COMPETITIVENESS BY INVESTING IN HUMAN CAPITAL: TOURiBOOST turns into reality the vision for higher quality services in the tourism sector, where highly skilled workers implement/sell new customized services and deliver the right skill mix to diversify tourism offers; enhance work-based learning, training/sharing of experiences and know-how; employ the youth with new ICT and domain specific skills and reduce brain drain; to recruit/retain talents that become skills generator **in** the Project area and beyond.

2.REFORM SUPPLY-DEMAND WITH PRODUCT-PROCESS INNOVATION and COMMON SERVICE STANDARDS: TOURiBOOST remodels supply-demand at places with cultural significance with a new heritage mobility model mitigating the protection-use conflict; guides professionals develop exceptional experiences at heritage places and connect offers to global markets; develop a product-process innovation in tourism and identify new business opportunities; create new/ resilient tourism offers supporting tourism and AV media entrepreneurs to compete in the global market with branded products with acknowledged market value

C. MAXIMISE COOPERATION TO ENSURE PRODUCTIVITY, COMPETITIVENESS AND INTERNATIONALIZATION: launch a Research-Business Cooperation where highly skilled workers implement new customized services at (g)local level (IO5; Planned results include:

3 CULTURE BASED INNOVATIONS (6 Attraction Cluster with 30 novel heritage experiences designed across 30 geolocations in TR/HU/NL/IT/GR; 1 Smart Skills Observatory in Heritage Tourism; A novel heritage mobility model impacting consumer choices in tourism)

12 TOURISM APPLICATIONS WITH COMMERCIALIZATION POTENTIAL (6 New products and services detected and implemented in the sector of tourism and 6 New Business Models developed in the Project Area

38 TRAINING TOOLS and SKILLS BUIDING ACTIVITIES IN HE (6 Stakeholder Training Workshops; 1 Massive Online Open Course 4.0: Stakeholder Intensive Training Course; 1Curriculum in Heritage Tourism; Attraction Design Tool; 1 Transnational Composite Onsite Training Programme (4 Onsite Lectures; 4 Transnational Training Workshops); 1 New EQF Professional Profile "Heritage Experience Planner"; 1 EQF Certification Level

(ECTS)'2 Permanent Education Sources for higher skills in heritage tourism created'24 Recommendations for the skills updates

42 STRATEGIES, METHODOLOGIES, RECOMMENDATIONS and COMMON POSITIONS (Surveys on Entrepreneurial Stakeholder Skills Need; 1 Report to identify a new generation of experienced based tourism products in the Project Area; Local Attraction Plans; 6 iBooks;1 Marketing and Distribution Strategy;2 joint methodologies utilized for the planning and management of heritage attractions; 1Attraction Cluster; 1 Common strategy adopted to tackle strategic innovation in tourism

1 SKILLS CERTIFICATION (36 individuals with increased capacities in heritage tourism created; 1 EQF Certification; 1 Novel Professional Profile)

COMMERCIALIZATION/DISTRIBUTION OF ACHIEVED RESULTS; The Statutory Association 1 SMART SKILLS OBSERVATORY IN HERITAGE TOURISM inherits the PROJECT LEGACY with 42 higly replicable deliverables continuing operation with 6 Branches in TR/HU/NL/IT/GR. It is utilizing a 6 Pillar Result Viability Plan (Section H3) to ensure future income; 1 joint mechanism for tourism promotion in the Project Area is thus created connecting 136 tourism stakeholders in the long run in the Project Area.

7. PROJECT MANAGEMENT

Project Management and Implementation has an added value to ERASMUS+ 2014-2020 as a well-coordinated and effectively managed project and facilitates the local, regional and national policy makers to realize the Project achievements, through clear procedures and management bodies. To achieve all contents, PM is structured with 3 Activities as follows:

ACTIVITY 1: PROJECT MANAGEMENT, ADMINISTRATION

ACTIVITY 2: PROJECT COORDINATION AND IMPLEMENTATION

ACTIVITY 3: PROJECT MONITORING AND REPORTING

All three Project Management activities concluded with 5 major DELIVERABLES {Grant and Partnership Agreement; 2 Project Committees; 1 PM Toolkit; 6 Project Coordination Meetings (incl. Kick off and Project Close-out and 2 Teleconferences) 1 Project Record (Interim; Final; Audit Report)} to be participated by each partner equally as follows, with the PP1 responsible for the Project Management Toolkit and the Project Record:
PP1 (NEU), is responsible for the global management of the project (management, administration, contractual and financial organisation etc.). Project management will be handled by the overall Project Coordinator that will be assigned. The Steering Group Committee **(**SGC), and IO leaders will be in charge of the overall coordination and implementation of the all Project tasks. The PC (NEU) will ensure for the overall coordination and financial monitoring and control of the project, while the work package leaders will ensure for the overall coordination and financial monitoring and control of each work package. In detail the PC who is responsible for the overall project management, undertakes the following responsibilities in terms of coordination and management:
>to manage and administer the Project;

>co-ordinate the activities, tasks and Intellectual Outputs;

>to plan and control the Project

in order to ensure that objectives are met and represent TOURiBOOST to the ERASMUS+ Programme and that guaranteed that implementation is according to European regulations, legislations and policies reconciling national EU ad non EU frameworks.

The PC (NEU) ensures effective Project implementation giving quality and clear procedures, management structures, expertise and management tools according to ERASMUS+ programme and European and national regulations/legislations.

All Partners cooperate closely to delivers a highly skilled Transnational Partnership with strong to Project goals, ensuring the knowledge transfer through partners, staff and experts, using new management tools with a clear, active and multitasking management structure.

The task of managing the Project as a whole has a particular added value to the transnational cooperation ERASMUS+ ensuring a well-coordinated and effectively managed project and facilitatings the local, regional and national policy makers to realize the Project achievements, through clear procedures and management stuctures.

All Partners use the PROJECT MANAGEMENT TOOLKIT, provided by the PC(NEU). The Toolkit information by which PMTs can identify and solve implementation problems and assess progress, which activities are underway and what progress has been, if the desired results that have been achieved, at what rate are means being used and cost

incurred in relation to progress in implementation, what changes in the Project environment occur. ThePM TOOLKIT includes: The PROJECT NOTEBOOK with detailed staff info; The Cross Border Project Manual; The EVENT CALENDAR (workshops, events, seminars); The \TASKPLANNER; The Project's TEMPLATES (documents archive); The Action By Month Tool; -The Risk Assessment Tool; The Budget Absorption and Financial Forecasts Tool (general and for each PP every 3mth), The IMPACT ASSESSMENT TOOL (Project specific Questionnaires) so as to ensure 100% implementation of planned activities

At the Kick off Meeting the RULES OF PROCEDURE ARE SET: 1 Report per plenary meeting /Commitment to attend (no replacement possible) and active participation/ The SGC meets whenever necessary, but no more than 3 times a year/Quorum: two thirds /Decision-making by consensus(if consensus not achieved, recommendations by majority vote) /Possibility of involvement of co-opted experts/ Recommendations for change to terms of reference and mandate/Agendas for SGC meetings will be conveyed to members at least 10days prior via e-mail. The 6 members of the SGC, to be elected at the Kick off Meeting, will apply the following values: Openness/Communicating and sharing information and ideas/Clarity- Using appropriate language and communication techniques/ Understanding- Analysing, listening/Sensitivity/ Action- priorities and undertaking initiatives based on desired results/Integrity- Ensuring priorities and decisions do not compromise fundamental values or principles/ Trust/ Flexibility /Fairness /Preparedness /Innovation /Honesty /Decisiveness/Commitment.

All Partners will be asked to keep evidence/documentation of all expenses whatsoever in their premises for reasons of monitoring and verifying expensed incurred.

7.1 Activity 01: PM & Administration

- finalizes all official documents to be signed (Grant Agreement, Partnership Agreement)

- Project Steering Group Committee and the Project Quality Committee

- Development of the project management toolkit

TASK 1: CONCLUSION OF GRANT and CONSORTIUM AGREEMENT: two official document will be signed and thus bring to life the new Transnational Partnership.

TASK 2: TO ESTABLISH TRANSNATIONAL PROJECT MANAGEMENT STRUCTURE AND DECISION MAKING PROCEDURE:

TOURiBOOST consists of 2 Project Committees and 6 Partner Project Teams. The Committees will be elected at the Kick-of Meeting organized upon approval by the PC(NEU) in Konya/TR, M4:

- The Steering Group Committee (SGC) with 6 members, one per parher, where the PC holds the majority vote in all procedures.

- The Quality Control Committee responsible for all project outputs will be elected by the Transnational Partnership. A Quality Control Committee sets up the standards and the procedures for the quality of outputs delivered and the guidelines for the quality of Project implementation procedures, according to the time schedule, the skills of human resources, the deliverables, the communication needs, the ERASMUS+ Programme framework/rules and the estimated risks.

TASK 3: TO DELIVER PROJECT MANAGEMENT TOOLKIT: to be delivered by the PC to the Transnational Partnership can identify and solve implementation problems and assess progress, which activities are underway and what progress has been, if the desired results that have been achieved, at what rate are means being used and cost incurred in relation to progress in implementation, what changes in the Project environment occur.

EXPECTED RESULTS: A new Transnational Partnership established and a Common Management Structure with common management standards is adopted. Upon Project completion the Project Record concludes with 100 outputs/results

7.2 ACTIVITY 2: Coordination

- 6 Coordination Meetings and Project Management Workshops (4 physical meetings; 2 teleconferences)

It is imperative to coordinate the planned activities in order to ensure that objectives of the ERASMUS+ Programme are achieved along with the specific objectives set by the Transnational Partnership of TOURiBOOST and that implementation is according to European and national regulations/legislations/policies.

TASK1: 4C PROJECT OORDINATION MEETINGS AND PROJECT MANAGEMENT WORKSHOPS in Konya/TR, (M4); Budapest/H (M9); in Modena/IT, (M16); in Istanbul/TR (M22) and 2 TELECONFERENCES in M13 and M19

The PC(NEU) chairs the 6 Coordination Meetings and Workshops in the sense of a joint and equal partnership, using available means to reach mutual agreements during all decisions making procedures. Specific tasks include:

1.Define and safeguard the principles formulated and adopted by TOURiBOOST;
2.Decision-making on operational tasks of the Partnership;
3.Identification of priority actions;
4.Approval of action plans and reports;
5.Oversight of activities;
6.Convergence in case of discrepancies or complaints;
7.Ongoing review of the TOURiBOOST 'S working model and IO structure;
8. Champion and promote TOURiBOOST;
9. Control if the outputs and results indicators to be assessed to the project's objectives; 10.Check the effectiveness and efficiency of the implementation.

Each Partner participates the 4 planned Project Coordination Meetings

EXPECTED RESULTS: Devoted to coordination and conflict resolution, Activity 1.2 impacts the Transnational Partnership by providing strong and trustworthy commitments to Project goals, transferring domain specific knowledge to PPs, staff and experts, using new management tools with a clear, active and multi-tasking management structure. It also possesses a special added value the ERASMUS+ as it demonstrates that a well-coordinated and effectively coordinated Project facilitates the local, regional and national policy makers to realize Project achievements and benefit in the long run: 18 Project staff members with increased capacities in the implementation of EU funded projects will be developed across the project duration.

The importance of the 6 Project Meetings (4 physical meetings and two teleconferences) in the project management should also be noted. The meetings are planned to assist the PP1 bring together planning, budgeting, accounting, financial reporting, internal control, auditing, procurement, disbursement and the physical performance of the project with the aim of managing resources properly and achieving the project's development objectives. The timely and relevant financial information will provide a basis for better decisions, thus speeding the physical progress of the project and the availability of funds and reducing delays and bottlenecks. The 6 Project Meetings will provide for essential information needed for management, implementation and supervision/the secure that the EU funds have been used efficiently and for the purposes intended/ a deterrent to fraud and corruption/set-up budget plan, updating, debating and coordinating the partner expenses, remaining budgets; change management for the budgets on demand/ status reports every six months for all partners / Retrieving and compiling the project expenses of all PPs. In this way the Partnership benefits from the international experienced exchange and transfer knowledge at multilateral level. All Project Management Meeting are supervised by the Project Coordinator.

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To sum up, the overall project will be managed by the Coordinating institution and the Project Manager who will try to resolve any issues that may develop within the work packages. In the event that such issues cannot be resolved, the Coordinating institution will involve the Steering Group Committee that will review the issues at hand and take decisions.

With regards to the division of tasks between the partners it must be noted that the consortium has actively participated in the design and planning of the suggested project, while the distribution of responsibilities, which was based on each partner's experience, resulted after consultation with all partners. The active participation of all partners in this process and the distinctive responsibilities of each partner ensure for a smooth cooperation throughout the duration of implementation of the project and a minimization of possibilities of confrontations. Further, all partners have great experience either in the coordination of or in participation in other national and/or European projects and specifically in projects closely related to the suggested project, enhancing their qualifications so as to respond to the requirements of the specific project and partner relations in general

7.3 Activity 3: Monitoring and Reporting

- Project Monitoring and Reporting
- Quality Assurance and Evaluation Plan
- Internal, Interim and Final Project Reports

TASK 1: QUALITY ASSURANCE and EVALUATION PLAN

The QAP collects systematically Project data to measure and monitor progress made in achieving expected results. It highlights mechanisms/modalities for monitoring the project contributions incorporating outputs/results. It contains the rationale for indicator selection, sources of information/means of verification, baselines/targets, methods/tools to collect data, milestones to demonstrate progress and suggests corrective measures to be adopted by the Transnational Partnership.

TASK 2: DAY-TO-DAY PROJECT FINANCIAL MANAGEMENT: will bring together planning, budgeting, accounting, financial reporting, internal control, auditing, procurement, disbursement and the physical performance of the project with the aim of managing resources properly and achieving the project's development objectives. The timely and relevant financial information will provide a basis for better decisions, thus speeding the physical progress of the project and the availability of funds and reducing delays and bottlenecks. Financial Management will provide for essential information needed for management, implementation and supervision/the secure that the EU funds have been used efficiently and for the purposes intended/ a deterrent to fraud and corruption/set-up budget plan, updating, debating and coordinating the partner expenses, remaining budgets; change management for the budgets on demand/ status reports every six months for all partners / Retrieving and compiling the project expenses of all PPs

TASK 3: PROJECT REPORTING

4 Internal Reports 2 per year to be completed one month after each Transnational Project Meetings in M5/10/27/24 and will feedback the Interim Report (M13) and the Final Report, to be delivered to the NA 60 days after the Project completion day.

The strategy adopted to ensure that planned results and objectives are achieved in the most economical way. It consists of 5 steps:

1. **EXPERIENCE** Partners selected according to their experience with the ERASMUS+; ENPI ETCP; INTERREG IVC; COSME and H2020 Programmes . Capitalisation of previous experience of the partners in the specific field has also had a great impact on the minimisation of the suggested budget of the action plan since the working groups of each of the partners have the opportunity to immediately produce results without a cost of adaptation. As a result, the partners will be using their know-how and will be applying it to the actions of the suggested project.
2. **MULTILATERAL WORKING BASIS** adopted from the start to ensure quality of Project contents. TOURiBOOST was analyzed across IO and individual activities to ensure that the budget allocations are most suitable and reflect real costs. This, in turn, has led to a clear understanding and analysis of all actions and activities of the project.
3. **BUDGET ALLOCATION**

TOURiBOOST consists of 5 IOs and 24 Activities with 169 deliverables in total. The deliverable participation rate per partner shows a balanced task distribution reflected in the allocated working time and has been decided on a fairness approach basis and according to complementarities, expertise, institutional/technical capacity and spatial-level distribution so that "settling in" costs are minimised. IO leadership spreads

among Partners as follows: IO1 Lead: PP5(INEUROPA); IO2 Lead: PC (NEU);IO3: Lead PP6 (ARTIFACTORY);IO4: Lead PP3 (KJF)

IO5: PP2 (TÜRSAB); PM: PC (NEU); Communication: PP5(INEUROPA) to help competence with cost-effectiveness;

4. **FINANCIAL MANAGEMENT** is the responsibility of the PP1. The PC (NEU supervises the SGC on the basis of the budget management, payments, reporting and certification following project approval; secures the Audit Trail, informs partners for eligibility of expenses, to train staff and exchange experiences, to decide upon the procedures of reporting. The PM Toolkit provides information by which PMTs can identify and solve implementation problems and assess progress, which activities are underway and what progress has been, if the desired results that have been achieved, at what rate are means being used and cost incurred in relation to progress in implementation, what changes in the Project environment occur.

5. **INNOVATION, DISSEMINATION, DIRECT FEEDBACK** The need for software and system development is minimised through open-source software and "cloud"-based providers. The Web 2.0 Integrated Communication, Dissemination and Visibility Tool includes Facebook Timeline; Instagram and Pinterest; Vimeo Video Educational Channel; Twitter; Mobile Web; Hangout and Findery Application

7.4 Preparation

Project preparation has already started with preliminary meetings of Partners towards the definition of the research topic and development of a high quality application to respond to the HE Call/2018. The PC (NEU); PP3(KJF); PP4 (STICHTING); PP5(INEUROPA PP6 (ARTIFACTORY) have met in Vienna(09/2017); Bucharest (10/2017); Modena (01/2018); Budapest(02/2018). Research conducted by the Transnational Partnership in 6 EU/TR region in is detailed described in Section H (Target Groups) and Section E (Selection of Partners).

Upon approval the Partnership shall:
- the PC(NEU) shall sign the Grant Agreement and prepare the Partnership Agreement: to be signed by each partner including: financial and activities reports deadlines and contents, start and end dates, payment allocations, obligations and rights. The agreement will be finalized when the project is approved, so that any changes in the budget can be included.
- Project Partners shall select staff and expert and build their Project Management Teams
- Project Partners shall identify stakeholders and other organizations to include in the envisaged 15 Project activities and disseminate the project to and External meetings: each partner will prepare a list of organizations (including public employment services and other HEIs) to disseminate the project. Stakeholder information via the Project website (to be delivered in M2) and the Partner individual websites shall start upon the notification of the Project approval identified.

-PROJECT MANAGEMENT TEAMS: All Partners will select skilled individuals and experts for their Project Teams and inform the PC (NEU) in M2, who completes the Project's
- ORGANIZATIONAL CHART to be presented at the Kick off Meeting (M4)
-PROJECT MANAGEMENT TOOLKIT: To be implemented by the PC in M2and be presented to the Partnership at the Kick off Meeting. It shall include The Project Notebook with detailed staff info; The Project Manual for the Implementation of the Physical Project Object; The Timeplanner and Event Calendar (workshops, events, seminars, training activities, PM meetings etc.); The Project Template Archive, The Risk Assessment Tool; The Budget Absorption and Financial Forecasts Tool; The Impact Assessment Tool (with project specific questionnaires).

- PROJECT WEBSITE shall be launched by the PC (NEU) in M3.

- COMMUNICATION, DISSEMINATION AND VISIBILITY PLAN: the task leader (PP5:INEUROPA) will present the main reference document at the Kick off meeting (M4). The document includes carefully planned dissemination activities, its time planning and partners to develop them, as well as measurable indicators to identify the project impact at short, medium and long term (what, who, why and how the project is going to be disseminated). The document will be constantly updated throughout the entire project so that improvements can be done at any time.

- QUALITY ASSURANCE AND EVALUATION PLAN: the task leader (PP3:KJF) has also started preparing this strategy, covering evaluation and quality milestones and tools. The draft version will also include the partners' input to it and the reports to be

submitted to the project coordinator. The document will be approved at the project's kick-off meeting.

- Exploitation and Sustainability strategy: the task leader (PP5:INEUROPA) will deliver the first draft at the Kick-off Meeting (M4). It contains the target groups to address, how they will be addressed before, during and after the project is developed and the level of involvement of each and the benefits they will get. The strategy also includes the Intellectual Property Rights Agreement (IPRA) that is going to be developed by the project coordinator. The IPRA is an agreement to be signed by all the Partners and the Pool of thrAssociate Partners specifying what and how the project outputs will be used after the project end and possible distribution of benefits.

Also, the preparation work includes preparing workshops and presentations to be carried out during the kick-off meeting, based on each partner's strategic value and distribution of tasks:
- The PC (NEU), as Project Coordinator, will introduce to the partners the administrative and financial information and will refresh the project idea, focusing on the timetable, activities and outputs to be developed. Also, the process of creation of the training course (O2) will be presented.
- PC(NEU) will focus on the process of development of the MOOC (IO2).
- PP6(ARTIFACTORY) will focus on development of 4 Module of the MOOC (IO3).
- PP5 (STICHTING) will prepare the training workshop methodologies on best practices on entrepreneurship based on different methodologies, from startup to the first financial round.

The preparation activities already carried out are the following ones:
> preparation about the context of the project and the needs of the target groups – all the partner organizations initially discussed about the situation at the professional and personal level of unemployed people in their countries, in order to analyse which are the needs of the main target groups. This first step of the discussion has been relevant for the project design because we understood that there is a serious situation regarding unemployed adults since the level of disappointment and resignation is very high and there are no effective tools for supporting those people.
> preparation about the contents of the project – in particular, the discussion among the partners was focused on the structure and subjects to be developed during O1 and O2 didactic materials as they will be the core of the project and the main tools for the empowerment of unemployed adults in an innovative way, starting the BRAVE journey
> preparation about the project activities – the partners jointly discussed about the various phases, outputs, organizations involvement and stakeholders, multiplier events to be included in the project proposal. Therefore, after analysing the contents and the structure of the project proposal, the final version to be applied was delivered, in agreement with each organization
> preparation activities with each organization's staff – the staff working in each organization both at the administrative and technical level has been informed and involved in the project preparation. Indeed, they all will be some of the protagonists in the project implementation phase even if with different roles: the administratives will have to manage the project at the financial level, while the researchers, facilitators, experts and trainers will take part in all the BRAVE technical activities. Each staff has contributed according to its specific competences and expertise to the project proposal: this was a very important phase because the staff of the organizations

involved will work directly in the implementation, so if the project will be granted they are already aware of the activities to be implemented

> preparation activities with the possible stakeholders – the main stakeholders (public and private), in each participating country, have been informed about the contents of the project proposal and have expressed their opinion that have been taken in consideration for planning the proposal. All of them work in the field dealing with the project and have also agreed in participating to the multiplier events and other dissemination activities organized at local level

> preparation activity with the policy makers – since the involvement of policy makers is very relevant for this topic because they are the decision makers in the field of training and social inclusion. For this reason they have already been involved, because it is important that they can actively take in part in the project, especially by adopting and promoting some of the project oucomes

Next phase of preparation – the period of four months (May-August) will be divided into two months period: in May-June partners will prepare the environment for project implementation. They will identify some groups of unemployed adults in their territory in order to involve them in the project activities. The project workplan, objectives and expected results will be presented to the adults so when the project starts they will be ready and prepared to join the BRAVE local groups.

In July-August partners will plan the project implementation, drafting plans, preparing the Partnership agreement, documents, assigning resources. Each partner will also prepare a database with the contacts of the adults met in the previous months. The database will include the name of the person, contacts (mail and mobile), brief description. The same will be done as far as stakeholders will be concerned.

7.5 Methodology

TOURiBOOST follows a blended implementation Methodology as per:

1. EU Aid Delivery Methods (Project Cycle Management Guidelines
2. Prince2 Methodology (PRojects IN Controlled Environments)
3. Erasmus+ KEY ACTION 2 Handbook Higher Education 2017
4. Erasmus + Programme Guide

TOURiBOOST has been designed as per 1 in clearly measured quantified outputs and results (necessity-objective-method-duration-resources-results), cross-checked with the SMART Objective method; 3; and 4.

During implementation TOURiBOOST will additionally apply for the PRINCE2 Methodology (what-when-who, how-how long-how much) to ensure smooth implementation and instruct 6 Project teams in TR/HU/NL/IT/GR shall learn from the experience of others continually seeking and drawing on lessons learned from previous work. The roles and responsibilities are clearly defined in the ORGANIZATIONAL CHART and the Project NOTEBOOK involving the right skilled workkers in the right tasks. TOURiBOOST will be monitored and controlled on a stage-by-stage basis which will be connected with the implementation of all quantified focusing on them as far as the delivery and quality requirements.

For the day-to-day management TOURiBOOST, will apply 8 core pronciples:

> Constant administrative and financial management and transnational coordination. It will be ensured by the PC (NEW) with the contribution of each project partner, through the organization/participation to the 4 Project Management Meetings and Coordination Workshops in: Konya/M4; Budapest/M9; Modena/M16; Istanbul/M22;

2Teleconferences/M13/M19 fully in accordance with the PROJECT MANUAL and TIMEPLANNER, drafted by the PC (NEU) and agreed by all Partners.

> Clear definition of the project goals/objectives: since the preparation of the proposal, each partner has been highly committed to the project topic and to the goals and objectives to be achieved, as they are strictly connected with each organization's main activities and aims. Achieved results will be assessed during and after the project implementation as they are quantified in outputs and results {Section H1 IMPACT (The Project Legacy) and H3 Sustainability}

> Precise definition of the project activities and of how they should be realized, as detailed described in the PROJECT MANUAL: since the preparation of the project proposal, all Partners shared and agreed a detailed GANTT CHART, the adjustable TIMEPLANNER and the WORKPLAN describing all the activities to be carried out, including roles and responsibilities detailed in the ORGANIZATIONAL CHART. The aforementioned documents constitute the main reference documents for smooth implementation, defining in detail the activities to be implemented, how, where, when and by whom and, if needed, apply corrective measured.

> Clear definition of the roles and responsibilities of all the actors involved, including target groups and stakeholders essential for successful implementation. As foreseen by the WORKPLAN, the roles and responsibilities of Partners and of the target groups involved will be clearly defined and monitored during the project implementation.

> Definition of Project results: the direct and indirect target groups of TOURiBOOST are clearly defined by each Partner taking in consideration Project goals and contents. Impact and tresults of the project will be assessed and monitored across 24 Months by the QUALITY CONTROL COMMITTEE (QCC), to be elected at the Kick off Meeting. The 3Member QQC bear the responsibility to apply the QUALITY ASSURANCE AND EVALUATION PLAN to monitor the quality of outputs, which will be assessed with specifically designed CHECKLISTS. In this way, each partner organization can modify or revise their strategy in case the results are not achieved as foreseen by the WORKPLAN.

> Clear definition of a RISK MANAGEMENT PLAN and, in case of needed, apply corrective measures: in case any problem or critical situation may occur, all the project partners will cooperate in order to find the best solution to achieve the goal and the results as expected. The QCC is liable to implement the QUALITY ASSURANCE AND EVALUATION PLAN .

> Clear definition of project activities and results linked to the dissemination and exploitation of Project contents. In particular those activities, objectives and expected results will be defined in the COMMUNICATION, VISIBILITY, DISSEMINATION and EXPLOITATION PLAN delivered by INEUROPA.

7.6 Project Meetings

7.7 Internal Communication

Six Partners in 5 countries cover a major part of the tourism territory of the EU/TR territory with 5 tourism generating countries: TR, HU, NL, IT, GR. This spatial synthesis allows PPs to use their competencies to trace problems, imbalances and inequalities in heritage protection, planning and management, to compile successful existing practices, to create a best practice policy tank for territorial development strategies at EU/TR level, to prove the economic usability of cultural heritage via evaluated final products and

services. Having identified a series of shortcomings in cultural management, also expressed as priorities in the respective national frameworks and Reform Programmes (2008-2010) the Partnership has adopted a multilateral working basis to ensure Project impacts and avoid isolated initiatives, as they produce barriers in terms of synergies. To successfully implement planned activities, the Partnership is composed of 3 GROUPS. GROUP A Higher Education Institutions directly involved in tourism research: PC(NEU) /PP3(KJF)). By definition they focus in the socioeconomic development of the territory and influence directly territorial policies. Experienced in project implementation they will exchange know-how on territorial planning issues with groups B and C in order ensure project impacts. GROUP B involves the private sector working closely with the public and private sector: PP2 (TÜRSAB) and PP3(INEUROPA). Their expertise advances research and guarantees quality of innovative solutions. They will develop appropriate methodologies and assessment processes to evaluate regional planning and disseminate quality management practices throughout the cooperation area. GROUP C represents the Third Sector with domain specific expertise in tourism business models (PP4:STICHTING), and the Cultural and Creative Industries (PP6:ARTIFACTORY)

Thus the partnership through the planned activities, will stimulate cross-sectoral synergies and tackle cultural consumption at HE level inputting tourism businesses with achieved results.

The Partnership's added value resides in a) the ample spatial distribution; b) the capitalization of previous successful applications; c) the coherent of the planned activities; d) the transferability of systematized knowledge to improve capacities of human capital; e) the entrepreneurial innovation, which promotes the diversification of economic activities related to cultural production and consumption; f) the political innovation, which promotes community empowerment employing women and youth in participatory practices; g) the activation of strategic partnerships in the cooperation area.

The Partnership will benefit on the long term by research conducted, experience exchange and know-how transfer, creating among staff and experts a significant number of individuals with increased capacity. By using cultural values as an agent to promote heritage entrepreneurship, local populations are stepping towards economic stability, greater social cohesion and civic pride. By empowering community social policies and planning capacities the public sector experiences a radical social and political innovation.

Cooperation and communication among partners and relevant stakeholders will be ensured since the beginning and throughout the duration of 24M as per methodologies adopted. Partners will report to the coordinator, which will officially represent partnership to the NA and outside bodies. The working language will be English. Communication and all working documents will be in English. Representatives of each partner organisation that will be responsible for communication have ability to read, speak and write English.

With regards to the division of tasks describe between the Partners, described below, it must be noted that the consortium has actively participated in the design and planning of the suggested project, while the distribution of responsibilities, which was based on each partner's experience, resulted after consultation with all partners. Therefore, the common basis of the effective communication have been set up and tested during the preparation phase, it is the best assumption for continuing in this way.

The active participation of all partners in this process and the distinctive responsibilities of each partner ensure for a smooth cooperation throughout the duration of

implementation of the project and a minimization of possibilities of confrontations. Further, all partners have significant experience either in the coordination of or in participation in other national and/or European projects and specifically in Projects closely related to the tourism, the experience design and cultural communication, enhancing their qualifications so as to respond to the requirements of the specific project and partner relations in general.

IO1 Lead: PP5(INEUROPA)
IO2 Lead: PC (NEU)
IO3: Lead PP6 (ARTIFACTORY)
IO4: Lead PP3 (KJF)
IO5: PP2 (TÜRSAB)
PM:
Communication

7.8 Time Management

7.9 Project Monitoring

7.10 Project Evaluation

Quality assurance, evaluation and monitoring aim to define the quality requirements, internal characteristics and activities of the project in accordance with whether or not they have satisfied the specific quality requirements and measurements that must be achieved to define the level of quality that has been realized. Upon determination of all quality requirements and procedures, the Partnership will conduct regular monitoring and quality controls in which all partner institutions, target groups, stakeholders and potential beneficiaries will contribute to through activities, which will developed. The Evaluation mechanisms adopted aims to evaluate the Project's relevance, efficiency and impact, to measure progress throughout project, to determine if project responds to main target groups' needs, to measure project's results among participants, to determine how project impacts contribute to developing the community of beneficiaries, to evaluate unexpected results, to monitor all processes, to establish quality control indicators and processes.

Mechanisms to ensure Quality, monitoring and evaluation

- A Quality Control Committee will be elected and it will be responsible for all project outputs
- Quality management tools will be developed in order to provide clear specifications on the characteristics of PM and communication structures and bodies, including a detailed description of the WPs coordinators, representatives for the Project's core tasks and a thorough budget description.
- A Quality Assurance Plan and Evaluation Plan (QAP) will be drafted that will contain a series of measures designed to measure the level of quality of the developments at any time against the quality parameters established.
- A Criteria Assessment Set with high transferability degree, fully capable measure success factors; to support decisions for enhancement in the planning and production stages

Indicators foreseen to verify the outcomes and the impact of TOURiBOOST in the Project are are:

QUALITY CONTROL COMMITTEE
- Quantitative indicators: No of Committee Members (3)
- Qualitative indicators: No of common quality management standards developed (12)

QUALITY ASSURANCE PLAN
- Quantitative indicators: No of Quality Assurance Plans delivered (1)
- Qualitative indicators: no of common quality criteria adopted (12)

MID-TERM EVALUATION REPORT
- Quantitative indicators: No of Reports (1)
- Qualitative indicators: No of Corrective Measures adopted for the enhancement of the project operations (8)

STAKEHOLDER SURVEY (IO1)
- Quantitative indicators: No of Questionnaires collected (90)
- Qualitative indicators: No of Policy Recommendations developed for the design and delivery of cultural heritage products and services (24)

STAKEHOLDER TRAINING WORKSHOPS (IO1)
- Quantitative indicators: No of participants (180)
- Qualitative indicators: No of Policy Recommendations developed for the design and delivery of cultural heritage products and services (24)

RESEARCH REPORT to identify a new generation of experienced based tourism products in the Project Area (IO1)

- Quantitative indicators: No of new products/services detected in the Project Area (6)
- Qualitative indicators: no of Business Models developed in the Project Area (6)

MASSIVE ONLINE OPEN COURSE 4.0: Stakeholder Intensive Training Course; 1 Curriculum (IO2)

- Quantitative indicators: No of registrations (90)
- Qualitative indicators: No of Permanent Education Sources for higher skills in heritage tourism created (2)

TRANSNATIONAL COMPOSITE ONSITE TRAINING PROGRAMME (4 Onsite Lectures; 4 Transnational Training Workshops) (IO3)

- Quantitative indicators: No of participants (120)
- Qualitative indicators: No of individuals with certified capacities in heritage tourism created (36min)

LOCAL ATTRACTION PLANS (IO3)

3 Quantitative indicators: No of Plans (6)
- Qualitative indicators: No of joint methodologies utilized for the planning and management of heritage attractions (4)

i-BOOKS published at the Appstore and Google Play (IO3)

- Quantitative indicators: No of iBooks published (6)
- Qualitative indicators: No of Joint Methodologies adopted for the design of quality heritage experiences

ATTRACTION CLUSTER (IO3)

- Quantitative indicators: No of geolocations addressed (30)
- No of Novel heritage experiences designed (30)

NEW EQF PROFESSIONAL PROFILE "Heritage Experience Planner" (IO4)

- Quantitative indicators: No of profiled developed (6)
- Qualitative indicators: No of certified planners (36)

MARKETING AND DISTRIBUTION STRATEGY (IO5)

- Quantitative indicators: No of docs (1)
- Qualitative indicators: No of common standards adopted to approach global tourism distributors (4)

SMART SKILLS OBSERVATORY (IO3)

- Quantitative indicators: No of members acquired (136)
- Qualitative indicators: No of common strategies adopted to tackle strategic innovation in tourism (1)

7.11 Risk Management

The TOURiBOOST Risk Management Plan is structured as follows:
SOCIO-ECONOMIC CONSTRAINTS, DIFFERENT WORKING CULTURES, RULES and PROCEDURES:
1. The Partner Area extends to 5 countries TR52/TR100/HU101/NL321/ITD55/EL41 and therefore different working mentalities are given; different national and institutional regulations and procedures exist and may endanger active involvement and implementation pace.
2.There is a risk to exceed time, if tasks for Project Managers are not clear about project contents; there is a threat to back out of staff/experts; (objectives, scope, time,

quality, cost): a failure to keep in within budget, complete outputs within time budget, achieve performance objectives; there is a risk for low productivity and poor quality results.

SOCIAL RISKS and STAKEHOLDER PARTICIPATION:

3.There is a risk for low attendance numbers at the stakeholder workshops and local participation at the 4 transnational training sessions envisage by IO3 as different structures-capacities/slow reaction mechanisms of public actors, different heritage perceptions of public-private actors, deficits of private actors in ICT, skilled HR and infrastructure restrain heritage entrepreneurship resulting to low attendance rates;

4. There is a risk that local communities interpret their heritage in a different way and misunderstand Project contents towards the exploitation of heritage for economic activities

COPYRIGHT THREAT

5. There exists a threat to harm copyrighted final products, most especially the 6 Local Attractions Plans and the 6 iBooks envisaged by IO3.

CONTINGENCY PLAN

1. To overcome constraints, working mentalities and rules of procedures, Project Partners have been selected according to their complementarities, /expertise/ institutional/technical capacity and follow accordingly task distribution: The Transnational Partnership constitutes by definition a multivalent nexus consisting of HE institutions (PC:NEU/TR; PP3;KJF/HU), highly interactive with the Private Sector (PP2: TÜRSAB/TR and PP5: INEUROPA/IT). This powerful synergy is further supported by Third Sector Actor with unique expertise in tourism business mentoring (PP4: STICHTING/NL) and in tourism planning and the Cultural and Creative Industries (PP6:ARTIFACTORY/GR). The Project Committees supervise all implementation. A) The Steering Group Committee **(**SGC) with 6 members, where the PC holds the majority vote in all procedures. B) The Technical Committee (TC) consists of the Technical Coordinator and the Web Administrator, who ensure project implementation procedures; C) The Quality Control Committee (QCC), sets up the standards and procedures for the quality of outputs according to time schedule; skills of human resources; deliverables; communication needs; the ERASMUS+ framework/rules; estimated risks;

2. The Project Manual, the PM Toolkit with 10 PM Tools; 4 PM Meetings and Coordination Workshops in M4; M9; M15; M22 and 2 Teleconferences in M9; M20; scheduled Skype Conferences with the PC Team/PPs and the Communication Plan eliminate the risks.

THE QUALITY ASSURANCE PLAN will be drafted that will contain a series of measures designed to measure the level of quality of the developments at any time against the quality parameters established; THE QUALITY CHECKLIST will monitor each one of the project's milestones proposing corrective measure for the quality implementation of the project's physical object. The QUALITY CONTROL COMMITTEE sets up criteria for the evaluation of human resources and in case of loss invests in new staff/experts and constantly updates the Project's ORGANIZATIONAL CHART.

3. The implementation of the 6 Local Stakeholders/Associates Workshops in national languages clear misunderstandings. Local Stakeholders and Associates are provided with Project related information by each national Partner and are treated as Project stakeholders. By directly involving 3level authorities and SMEs, required attendance rate is secured.

4. Interpreting cultural heritage values and collective identities requires social consensus. Assisted by validated assessment tools generated in IO2 and collaborative planning in IO3 Project Partners achieve social consensus and acceptance of project

contents. The heritage valuation risk is eliminated by the active inclusion of host communities into the stakeholder force.

5. Attempts to harm copyrighted final Products are eliminated: the Statutory SMART SKILLS OBSERVATORY and the commercialization procedures developed by TOURiBOOST for cultural tourism products secure intellectual property rights; the Statutory Agreements in IO5 with 36 major Project Stakeholders eliminates the attempts to harm copyrighted final products; the publication of 6 iBooks at the Appstore/android (CREDIT SECTION) secures the Intellectual Property Rights for each Partner; the indirect involvement of UNESCO and EUROPEANA secure the support for the dissemination of copy-righted final products.

7.12 Task Distribution

The Partner selection has been concluded according to their proven track record in other projects and the complementary knowledge and skills they bring to the main activities of the project. They represent a synergic pool of competences and experience related to the project and is composed by HE providers (PC:NEU; PP3:KJF) and Associate Partners (15) among which the Governorship of Istanbul/TR.   The Partnership has agreed to develop and ensure a new professional profile in the neuralgic domain of tourism, to launch a new experience design by enhancing content literacy of tourism professionals and stakeholders, to validate the knowledge of higher skilled workers in order to effectively address the skills-job mismatch in the heritage and finally to link the professional education in the tourism sector to the employer market. The Partnership employs:

TOURiBOOST brings together actors from the 3 spheres of state, market and civil society, in order to deliver a long-term, balanced co-operation among Project Partners and CB actors. The Partnership character promotes cross-sectoral synergies, fine tunes existing management policies, motivates entrepreneurial innovation and disseminates quality management practices across participating regions. TOURiBBOST is contributing to socio-economic development of territories by integrating horizontal and vertical sub-networks on a multilateral working basis, capable to ensure Project impacts. Thus, both spatial level a distribution and domain specific expertise generates educational synergies, which:

a- incorporate concrete outcomes into existing public policies resulting to durable good practices in HE (IO2);

b- utilize the potential of heritage to achieve economic regeneration and enhancement of the territories via 6 locally implemented Attraction Clusters (IO3);

 c- initiate and exercising dialogue among local, regional and cross border actors it contributes to community empowerment (IO5)

d- demonstrate sustaining tourism uses of available heritage assets in participating regions (IO3),

e- generate 14 project-specific and praxis validated tools in heritage management, tourism planning and environmental protection, national strategies of territorial planning are strengthened

f- creating 3 knowledge (IO2) and business networks with an established transnational public-private-third sector partnership (IO5)

g- certify a min of 36 individuals with increased capacities from staff, Associates and Stakeholders via training further know-how transfer is ensured(IO1/2/3).

The Partnership forms of 3 subnetworks highly interacting with each other:

A: HIGHER EDUCATION AND TRAINING INSTITUTIONS: (PC:NEU; PP3:KJF) interact with the Private Sector (PP2:TURSAB; Associates) and Policy Makers (Associates) to develop innovative tools, methodologies andassessments for the planning and management of heritage for tourism; set up a domain specific training and certifyi professional skills; identify heritage values to prove the economic usability of cultural heritage; and create a pool of experts and multilevel actors in HE to assist tourism stakeholders tackle strategic innovation in tourism.

C: PRIVATE ACTORS (PP2 TURRSAB; PP5:INEUROPA) activate cross-sectoral synergies, motivate entrepreneurial innovation in the sector of heritage tourism connecting local culture to global markets via the activities planned. PP2 and PP5 impact the Project Area by training local actors in the sector of heritage tourism and transfer a range of skills , knowledge and experience; invest in human capital; learn to exploit cultural heritage entrepreneurship as a place-driven economic development agent; set up standards for quality heritage tourism products and; lean to foster environmental tourism and thus contributing to a reduction of disparities in the Programme Area tackling challenges related to Lisbon/Gothenburg Agenda/EU Growth Strategy 2020.

D: THIRD SECTOR ACTORS: Third sector actors (PP4:STICHTING; PP6:ARTIFACTORY) create an effective medium to guarantee result viability and stimulate cultural heritage entrepreneurship. Both partners have acquired market-driven expertise in the generation of tourism products and services with over 250 applications. As social partners they will use their skills to interpret, protect and use the heritage environment for tourism development by providing training in situ and by further identifying organizations wishing to work more closely within TOURiBOOST and develop new perspectives and new ideas or ways of working and ensure ALECTOR reflects local needs avoiding negative impacts locally.

E: ASSOCIATE PARTNERS: 18 selected Associates equally represent to public, private and third sector. They are ex principio interested in territorial development and interact with the Private Sector and the Academic Community in order to distil good practices and fine tune policies for issues addressed by TOURiBOOST.

8. PROJECT COMMUNICATION

TOURiBOOST needs composite mechanisms to manage the manifold hierarchies of communications; in addition the complexity of territorial transformations in the EU (globalization, enlargement, economic crisis and uncontrolled migration) to adequately and convincingly address respective target groups In addition current technological advances make content vocabulary infinitely more complex – with infographics, slideshows, social media content, communities content, UGC, social data, and data visualizations and more…and – thanks to device diversification and adaptive web design – at least four distinctly different screen sizes (mobile, tablet, desktop and TV) on which we can deliver these persuasive and engaging experiences.

8.2 Communication Tasks

TASK 1: COMMUNICATION, DISSEMINATION and VISIBILITY PLAN (CDV): It is goal driven communication strategy to inform Central and National Agencies, Programme Stakeholders and Multilevel Actors from the 3 spheres of state civil society and economy leading decision makers about Project contents and inspire them to reconsider relevant policy measures for heritage communication with the public and re-assess existing development barriers for businesses in the tourism sector.

TASK 2: VISUAL ID KIT: The Project Logo and Brochure in e-format have the mission develop a Project visual Identity and to create a Project brand image for in the international markets to motivate heritage tourism via the 6 Attraction Plans (IO3).

TASK 3: THE TOURiBOOST WEBSITE: it will be developed according to the TOURiBOOST Communication Plan as most effective tool to follow and promote specific Projects objectives. EU logo and ERSAMUS+ Logo are visible t in a prominent place.

TASK 4: SOCIAL MEDIA CAMPAIGN: The TOURiBOOST Social Media Campaign will address 4 social media tools: *Facebook Timeline:* To collect stories from locals and visitors and create Project Fans and communities supporting the Transnational Attraction Cluster (OI3); *Instagram and Pinterest:* to document the selected 70 heritage geo-locations and enable co-creation by visitors; *Findery*: to connect with the travelling community community; *Twitter:* to generate news about activities, events, exhibitions; and the *Hangout Application:* for disabled individuals enabling access to the Project Data.

TASK 5: THE PROJECT ADVERTISEMENT SPOT: The Project Spot strives to launch the Project Area's cultural heritage ID and attract the senior and youth market at international level through the heritage games and the exceptional experiences offered at the selected heritage places. Using the qualities of the places included in the Project's Attraction Cluster (IO3) is connecting 30 heritage places with the general audience. The Project Spot communicates Project achievements to different target publics in a short and precise time period, 3 minutes exactly. It is producing joint messages about the value of ERASMUS+cooperation and benchmarking TOURiBOOST for an international audience.

TASK 6: 5 MULTIPLIER EVENTS: and at the 4 Local Multiplier Events in HU/NL/IT/GR in M17/18/20/21 are addressed to 8 selected target publics (Section G2/Multiplier Events and Section H2:Dissemination/Section). The Multiplier Event in Istanbul/TR /M22 to set

up the transnational statutory organization SMART SKILL OBSERVATORY in heritage tourism is an International Conference shedding light to the production mechanisms of a cognitive-emotional experience onsite as a drives for economic development, sustainability, community empowerment and social welfare.

TASK 7: 7 PRESS CONFERENCES: 2 Press Conferences are foreseen at the Kickoff Meeting in Konya/TR/M4 and the Multiplier Event in Istanbul/TR /M22 and at the 4 Local Multiplier Events in HU/NL/IT/GR in M17/18/20/21, where the press is invited to cover the events. The 7 Press Conferences are the Project's outreach tactics towards the press and local media and aim at realizing a goal-driven strategy to inform media and stakeholders equally representing the 3 spheres of governance, civil society and economy: national, regional and local authorities, policy makers and public sector representatives, the private sector (Chambers of Industry and Commerce, SMEs, Local Action Groups. Public-Private Partnerships), the international academic community the press, young audiences and the general public in the Project Area about contents of the 6 Local Attraction Plans (IO3) and thus assist the final project outcome to enter safely the commercialization phase.

TASK 8: 4 PEER REVIEW PUBLICATIONS: The academic community involved addresses heritage tourism topics, focusing on the new products, as designed and implemented by TOURiBOOST. 4 academic publications build the extra muros strategy to present the Project main outcomes to the academic community and especially targeting the International Conference Euro-Asia Tourism Studies Association and peer-reviewed journals.

The Project communication has been designed to be a collaborative process with all Partners to contribute according to their expertise and the EU main reference documents for EU funded project communication:
>Communication and Visibility Manual for European Union External Actions, 2009,
>EU Visibility Guidelines for External Actions, 2008,
>ERASMUS+ Communication Guidelines;
>EC/DG COMMUNICATION Management Plan 2015 (Listen, Advise, Engage);

RESPONSIBLE PARTNERS:
>PP5 (INEUROPA): Communication Plan and Visibility Kit
is responsible for the overall Project Communication. PP5 drafts the Communication, Dissemination and Visibility Plan (CDV). The CDV Plan guides the Partnership to: communicate Project specific contributions via an INTEGRATED INFO STRATEGY, a VISUAL IDENTITY and a BRAND IMAGE to motivate cultural consumption via the 6 Local Attraction Clusters created in the Project Area; develop an INTEGRATED COMMUNICATION STRATEGY to communicate Project goals to specific target publics; The CDV Plan will be presented to the Partnership at the Kick-off Meeting in Konya/TR in M4.
PP5 (INEUROPA) also drafts the e-Visibility Kit that includes the Project Logo; the color Brochure; e-Templates; Banner with stand). The Project Logo and Brochure in e-format have the mission develop a Project visual Identity and to create a Project brand image for the 6 Transnational Attraction Clusters aiming to the international markets. All Partners use the Visibility Kit to:
-announce the Project at the websites of each organization
-inform Associate Partners and cooperating organizations n project contents
-publish all project document in the correct templates following the EU visibility rules

- inform Project Stakeholders across 15 scheduled (multiplier and training) events using the banner with the stand
- motivate heritage tourism across the 30 selected heritage places in the Project Area (IO3)

>PC (NEU): is responsible for the Project Website. The Website Menu is tailored to serve Project needs and requirements such as: Framework (linking the Project to COSME); General Info (Summary, Budget, Contact and Links Section); Specific Info (WP Overview incl. all Outputs, Pilot Projects and the Transnational Heritage Trail); NEWS (Announcements, Press Releases, Events andGallery); PROGRESS (Objectives, Activities, Benefits);
Required will be 1 web designer (collection of material, site map, maquette, extra applications); 1 programmer; 2 technical assistants (maintenance, other) ; the Communication Coordinator; 1 content editor. All Partners cooperate closely with the PC feedback the PC with project related information for the website.
The MOOC Training Course, the Pocket Library for tourism professionals and the Social Media Campaign will be linked to the Project's Website,
The PC (NEU): organizes a Press Conference at the Project's Kick off Meeting in Konya/TR in M4.

>PP4 (STICHTING): is responsible for the Social media Campaign. The Website will link the Project to the Social Media Campaign, which intends to let supply and demand converge and create the enabling environments for the stakeholder activation.
PP4 (STICHTING) is responsible for the Multiplier Event in Den Helder/NL, in M18

>PP2 (TÜRSAB) is responsible for the Multiplier Event in M22 in Istanbul/TR and organizes a Press Conference for the aforementioned Event. The Launch Conference "SMART SKILLS OBSERVATORY IN HERITAGE TOURISM" is an international event addressed to 8 selected target groups (Section H2). To be developed in is required the PC (NEU); the Partner Working Groups (18 persons); external services {catering * 136 persons) Bags and prom/materials; Printing Proceedings, Conference Programme; Posters; Registration Services; Meeting Room and Equipment; 3 Key Note Speakers; Badges;; 30 invitations to the Press; implementation of the field Trip in the Istanbul Historic Peninsula (IO3); facilities for the presentation of the iBook and the Project Spot.

>PP6(ARTIFACTORY) is responsible for the design and delivery of the Project Spot, which will be incorporated into the iBook format of the 6 Transnational Clusters. PP6(ARTIFACTORY) guides the Partnership how to collect audiovisual materials generated across the Project life and define the quality specifications. All Partners document audio-visually their activities (onsite training sessions in IO3), the Stakeholder and Multiplier Events and hand them over to PP6(ARTIFACTORY), who edits the final version in M22.
PP6 (ARTIFACTORY) is responsible for the Multiplier Event in Chios/GR in M20

> PP3(KJF) with a long tradition in tourism research, is responsible to inspire the Partnership conclude with 8 academic publications and research in the design and delivery of the cognitive-emotional experience at heritage places. It will closely collaborate with the PC(NEU); PP6(ARTIFACTORY) and PP3(INEUROPA) to achieved the publications envisaged.
PP3(KJF) is responsible for the Multiplier Event in Budapest/HU, in M17.

8.3 Target Groups

By the delivery date TOURiBOOST will have created the enabling environment for the reorientation of tourism education in the Project Area with digital, social and intercultural competences and will have actively supported selected target groups and stakeholders to tackle strategic innovation in heritage tourism. Through the innovation in HE and the upskilling of pathways, TOURiBOOST will have actively support tourism enterprises competing in a global economic context. Tangible impacts are ensured for:

(1) **THE TOURiBOOST TRANSNATIONAL PARTNERSHIP** is by definition the direct beneficiary and as such it constitutes a particular target group with the mission to achieve foreseen results. It involves Partners with very different operational backgrounds and motives, spatial and administrative levels, who create project specific working cultures within the foreseen time table and benefit from the Project training infrastructure (28 tools, methodologies, reports, activities, education sources and teaching platform and practices).

(2) **THE PUBLIC SECTOR** enhances local planning capacities adopting the achieved results (12 standards for public procurement in the heritage sector; 3 Project innovations; 24 policy recommendations for heritage; 1 permanent training programme) toreplicate more and better project in tourism:
   a. National/Regional/local public authoritiesand and small communities
   b. National/regional/ local public organizations/institutes involved in cultural heritage and tourism (ephorates of antiquities, museum curatorships, authorities of archaeological sites, museums andcollections)
   c. Regional/Local Development Agencies

Collective actors aforementioned with focus policy makers realize project achievements and accept the Project as a basis to enhance Local Policy Agenda in tourism and defend employability adopting into the EUMS/TR Regional Operation Programmes (ROP) the 24 policy recommendations produced by TOURiBOOST.

(3) **SOCIAL PARTNERS AND PUBLIC-PRIVATE-3SECTOR PARTNERSHIPS** (Unions of employers; chambers of commerce and industry; NGOs and other 3Sector actors): they profit from 12 applications wth commercialization potential and can freely make use of the 6 Attraction Clusters with 30 novel heritage experiences designed in the Project Area; they may participate the SMART SKILLS OBSERVATORY in Heritage Tourism and profit form the application of the Heritage Mobility Model applied in the Project Area

(4) INTERNATIONAL MUSEUMS AND CULTURAL HERITAGE ORGANIZATIONS (UNESCO, ICOMOS; COE; World Fame Museum and Collections) profit from 42 strategies/methodologies/common positions created by TOURiBOOST

(5) **PROFESSIONAL UNIONS** in the domain of cultural heritage and tourism (AV specialists, interpreters, tourist guides; animators; interpretation and communication experts; artists and craftsmen etc.).

(6) **THE PRIVATE SECTOR**
   Operating in very dependable and fragile environment, local tourism enterprises completing in a are competing in a global economic context and often face the risk of elimination through the massive attack by foreigner mega tourism

generators. TOURiBOOST establishes a critical mass for their support with a product-process innovation generating a new supply for a new international demand for experienced-based products and services addressing:

  a. SMEs directly involved in cultural heritageandtourism: AV and multimedia producers; event and exhibition organizers; accommodation, transport, facilities, tour operators, souvenir shop owners; catering companies and restaurants
  b. Companies/economic actors/institutionsrequiring cultural heritage concepts for corporate communication
  c. Private Museums, Collection and Galleries
  d. Digital integrators (youtube, vimeo etc) and Event Cinema Operators, who may uptake the final tourism product created
  e. Digital DV and Web TV and Satellite thematic TV (history channel, Art, ARTE, Arte Pro, etc) TV Educational programmes and Documentaries
  f. [MAVISE](): TV and On Demand AV Services in Europe to promote the ATTRACTION CLUSTER

(7) **THE SMART SKILLS OBSERVATORY**: 136 Multilevel Actors and Tourism Stakeholders trained by TOURiBOOST in TR/HU/NL/IT/GR inherit the Project Legacy with 42 composite deliverables and start with it the post-project operations.

(8) **THE ACADEMIC COMMUNITY** exploits of benefits of the EQF Certification and the 2 permanent training sources created and participates 15 training events and the International Conference and contributes via 8 peer-review publications, opinion fora, experience exchange and innovation proposals and exploit the 2 networks created in HE (Learner/Tutor Community)

(9) **THE GENERAL PUBLIC** is informed via 6 iBooks distributed at the Appstore/GooglePlay, the project spot and the project website)

(10) **THE PRESS**, informed about project activities through 15 project-driven events and 4sophisticated outreach tools, diffuses results to experts and the general public.

LOCAL/NATIONAL/EU

What is the desired impact of the project at the local, regional, national, European and/or international levels?

LOCAL LEVEL IMPACT

Local Public Authorities

Pre-planning findings in 2017 demonstrate that a number of local authorities are unaware of the dynamics of local heritage. Therefore TOURiBOOST shares with local authorities the entire Project Legacy with 42 composite deliverables

SMEs

4. Local SMEs are directly involved in 10 research and training activities (IO1:1.1/1.2; IO2:2.1; IO3:1/3.2; IO4:4.2; IO5.2/5.3)and 5 Multiplier Events. By exemplifying 6 final products delivered by higher skilled people with cutting edge technology local SMEs connect new skills and new business opportunities ensuring that creativity and entrepreneurship throughout the Project Area, while local businesses move to extroversion, internationalization and connection to the global market.

Education/TrainingCenters/Schools

TOURIBOOST pioneers a new form of co-operation among the Schools/VET Schools and Training Centers to embrace novel training practices and competences in the neuralgic domain of tourism. Students a10 reserchandtraining activities (IO1:1.1/1.2; IO2:2.1; IO3:1/3.2; IO4:4.2; IO5.2/5.3) closely watching international experts at work with most advanced concepts and technology.

REGIONAL LEVEL IMPACT
Regional Authorities
TOURiBOOST is addressing the rising demand for higher skilled workers in tourism, aiming to prepare the uptake of self-employed professionals and prevent brain drain. Regional Authorities benefit directly with 24 policy recs and12 standards for heritage management that provide for better informed choices to launch fair public procurements.

Sectoral Agencies
Heritage is consumed for very different reasons. By planning for a diversity of cultural experiences TOURiBOOST helps heritage and tourism agencies forecast the best attraction for the territory, visitor satisfaction and exceptional cultural heritage communication.
Business Support Orgs
The preparation of TOURiBOOST has brought the Partnership into contact with ENTERPRISE EUROPE NETWORK in EU/TR (EEN/KOSGEB))centrally and with the national branches. EEN is invited to attend the Multiplier Event 5 in Istnabul/TR organized by PP2(TURSAB).

NATIONAL LEVEL IMPACT
National Public Authority
In the PP 2007-2013 projects in the domain of heritage and tourism have not dedicated efforts in clearly communicating to the national public authorities the benefits resulting from tourism uses. The EQF Certification and the adoption at national level in TR/HU/NL/IT/GR will enhance transparency and recognition of skills, employability, job mobility and guide procuring authorities in the public sector towards the optimal selection of candidates and quality offers.
International organisation under national law

TOURiBOOST facilitate the exchange of best practices on the development of environmentally via UNEP; WWF; Green Peace, IUCN etc to improve resource efficiency, waste and pollution prevention/management in tourist areas, and provide for guidelines on minimizing impacts on biodiversity and enhancing benefits of tourism in protected areas. Results will streamlined to policy and decision makers.

EU LEVEL LEVEL IMPACT
Interest Groups including NGOs
The Third/Voluntary Sector has been gaining social and economic importance worldwide also for democratizing societies. It is therefore directly involved in 10 reserchandtraining activities (IO1:1.1/1.2; IO2:2.1; IO3:1/3.2; IO4:4.2; IO5.2/5.3)and 5 Multiplier Events.
Higher Education and Research
To prevent brain drain and effectively address the skills-job mismatch tourism businesses are facing, dan EQF certification for 36 actors integrating transversal key competences into the product-process innovation. TOURiBOOST will share with the academic community 3culture-based innovations; 52 strategies/methodologies/common positions/ surveys/plans studies and research

reports; 24 standards/recs; 6 evaluation tools for skills upadtes. The international academic community will be invited to contribute with 8 publications

INTERNATIONAL LEVEL IMPACT
Enterprise, excluding SME
TOURiBOOST establishes a critical mass for their support with an new supply for a new international demand for experienced-based products and services addressing: Digital mega integrators; Event Cinema Operators; Digital DV and Web TV and Satellite thematic TV; TV Educational Programmes andDocumentaries; [MAVISE](): TV and On Demand AV Services in Europe.
International organisation under inter-national law
The Transnational Attraction Cluster is designed according to COE/UNESCO/ICOMOS/WTO international treaties and conventions. Representatives in TR/HU/NL/IT/GR are directly involved to 5 Multiplier Events
General Public
The liberation of the geolocations through mobile telephony has produced a new market, esp. among young adults. To follow the developments the general public is offered an enriched cultural heritage consumption mix via the Attraction Cluster, to be made available via the Project Spot/Website and the 6iBooks at the Appstore/Googleplay.

8.3.1 IMPACT

Devoted to HE innovation and the reconnection to the world of work through upskilling pathways, TOURiBOOST generates 3 culture-based innovations with commercialization potential changing the way heritage tourism works. TOURiBOOST is communicating cultural values to visitors and users impacting consumer choices. It is connecting the technology-intense experience with onsite authenticity to let supply-demand converge and combat seasonality: a new HERITAGE ATTRACTION CLUSTER {30 Geolocations Experience-Based Trail at the Appsotore/GooglePlay} will be operated upon Project completion by the SMARTSKILLS OBSERVATORY, to reconcile the protection-use conflict and ensure tourism revenue multiplied and evenly spread in the territory.
5 Intellectual Outputs with 42 composite deliverables {IO1: 3; IO2: 3; IO3:3: IO4:2 and IO5:3} generate the highly replicable Project Legacy to be inherited to the SMART SKILLS OBSERVATORY in Heritage Tourism, which starts operating at the premises of TURSAB in Istanbul/TR as a statutory association with 136 members upon Project delivery.
TOURiBOOST is quantified as follows:
CULTURE BASED INNOVATIONS (3)
− 6 Attraction Cluster with 30 novel heritage experiences designed
− 1 Smart Skills Observatory in Heritage Tourism
− Heritage Mobility Model
TOURISM APPLICATIONS WITH COMMERCIALIZATION POTENTIAL (12)
− 6 New products and services detected
− 6 New Business Models developed in the Project Area

TRAINING TOOLS and SKILLS BUIDING ACTIVITIES IN HE (38)
- 6 Stakeholder Training Workshops
- 1 Massive Online Open Course 4.0: Stakeholder Intensive Training Course (NEU)
- 1 Curriculum in Heritage Tourism
- Attraction Design Tool
- 1 Transnational Composite Onsite Training Programme (4 Onsite Lectures; 4 Transnational Training Workshops)
- 1 New EQF Professional Profile "Heritage Experience Planner"
- 1 EQF Certification Level (ECTS)
- Permanent Education Sources for higher skills in heritage tourism created
- 24 Recommendations for the skills updates

STRATEGIES, METHODOLOGIES, RECOMMENDATIONS and COMMON POSITIONS (42)
- Surveys on Entrepreneurial Stakeholder Skills Needs
- 1 Report to identify a new generation of experienced based tourism products in the Project Area
- Attraction Design Tool
- Local Attraction Plans
- 6 iBooks
- 1 Marketing and Distribution Strategy
- 1 Smart Skills Observatory in Heritage Tourism
- 24 Recommendations for the skills updates
- joint methodologies utilized for the planning and management of heritage attractions (Attraction Design Toolkit; Attraction Plans; iBooks)
- Permanent Education Sources for higher skills in heritage tourism created
- 1 Joint Methodologies adopted for the design of quality heritage experiences (Attraction Cluster)
- 1 Common strategy adopted to tackle strategic innovation in tourism

SKILLS CERTIFICATION CERTIFICATION
- 36 individuals with increased capacities in heritage tourism created
- EQF Certification
- 1 Novel Professional Profile

EVALUATION and QUALITY ASSURANCE TOOLS (5)
- Quality Assurance Plan
- Mid Term Evaluation Report for Project Operations
- Front-End Evaluation
- Remedial Evaluation
- Summative Evaluation

PUBLICATIONS (8)
- NEU (2)
- KJF (2)
- ARTIFACTORY (2)
- INEUROPA (1)
- STICHTING (2)

LOW CARBON COMMUNICATION/DISSEMINATION TOOLS (8)
- Project Website
- Social Media Campaign
- 6 iBooks at the Appstore and Google Play

PROJECT DRIVEN EVENTS (15)
- Local Stakeholder Events
- 4 Transnational Training Events
- 5 Multiplier Events

PROJECT DRIVEN NETWORKS (15)
- Smart Skills Observatory
- The LLP Learner Community
- The Transnational Tutor Pool
- The Transnational Stakeholder Network

TOURiBOOST
Reorienting tourism education with digital, social and intercultural competences
to support local stakeholders tackle strategic innovation in heritage tourism
2018-1-TR01-KA203-058344
https://www.tourisboost.eu/

In order to measure and verify the impact envisaged, TOURiBOOST will use:
- INTERVIEWS: All selected target groups will be interviewed at different project stages in regards to Intellectual Outputs 1/2/3/4/54. Interviews provide more complete information about the questions asked, and it enables that through conversation, relevant information arises. The Learned/Tutor community participating the Training Programme and the MOOC will be also interviewed, with the aim of collecting information about Intellectual Outputs, so that they can be improved within the project lifetime.

- ASSESSMENT FORMS/QUESTIONNAIRES: will be used to collect information about the multiplier events (E1/2/3/4/5) and the Stakeholders Training in TR/HU/NL/IT/GR to assess participants' degree of satisfaction concerning the project outputs disseminated.
- TESTS: will be used to measure the impact of the Composite Training Course (O3), and MOOC (O2). Acquisition of skills will be tested as per GUIDE FOR TUTORS (IO2) and the Dissertation requirements
- WEBMETRICS: Website traffic data will be monitored, in order to get information about visitor numbers. Social Media Campaign followers will be taken into account, to analyze the impact of the project to the general public. Watchers of training videos attached to the MOOC will also provide data on the impact generated by TOURiBOOST.

8.4 Multiplier Events

8.4.1   Multiplier Event Istanbul

The Launch Conference "SMART SKILLS OBSERVATORY in Heritage Tourism" is an international Event that ensures the viability of Project achieved results. There is a need to develop a strategy to attract an interconnected network of actors in the tourism sector in the Project Area, fully capable to provide opportunities for structural changes in the tourism sector and improve territorial dialogue processes. This network shall be approached through an extra muros strategy and create a synergetic environment for locally operating tourism businesses in a globalizing world, utilizing the dynamics of culture, to promote cultural production and consumption with local stakeholders as the in situ cultural heritage operators.
The Launch Conference will be organized by PP2 (TÜRSAB) in Istanbul/TR in M22 to affectively address selected target groups such as the Transnational Partnership and the Associate Partners; the Public, Private and Third Sector; Professional Unions, Social Partners; the community of highly skilled tourism agents as created by the TOURiBOOST Training Programme in IO2 and IO3; the Academic Community; the General Public; the Press; the International Uptake Organizations (UNESCO; ICOMOS; COE).

The Multiplier Event in Istanbul/TR is dedicated to involve multilevel actors in culture and tourism to strengthen their capacity to effectively utilize the potential of culture as driver for socioeconomic development. The Event belongs to the TOURiBOOST outreach tactics towards the Press to implement a goal-driven strategy to inform stakeholders, media and the general public equally representing the 3 spheres of governance, civil society and economy: national, regional and local authorities, policy

makers and public sector representatives, the private sector (Chambers of Industry and Commerce, SMEs, Local Action Groups including local cultural operators and tourism generators, public-private partnerships), the international academic community, the press, young audiences and the general public.

PP2 (TÜRSAB) has the mission to communicate Project values to selected target publics, acting as the Project ambassador. Local, regional and national policy makers realize Project achievements and accept the Project as a basis to enhance territorial planning policies, assuring thus their active support. The Private Sector recognizes Project contributions for its further economic development and entrepreneurial innovation and therefore supports Project aspirations. The Third Sector views the Project as a driving force for collaborative actions in heritage issues. Communities trust Project offerings to enhance local planning capacities and produce skilled individuals. Young audiences find in TOURiBOOST a platform for expressing their voices in vocational education. to communicate Project achievements to different target publics; to produce joint messages about the value of transnational cooperation within ERASMUS+ and EU 2020 Strategic Priority: "Making Europe the world's n 1 Tourist Destination" .

PP2 (TÜRSAB) mission through the implementation of the Event, is to:
• host and operate in its premises, the transnational entity "SMART SKILLS OBERVATORY in Heritage Tourism" and ensure its future operation.
• create the enabling environment and allow for follow-up projects, academic input and the adoption heritage policies into the respective Local Regional Operational Programme in EL41 (Chios);
• to communicate Project contents in its transnational dimension enabling benefit spread, showcasing Project achievements in TR100 (Istanbul) and network key actors within the philosophy of transparency and public benefit.
• to disseminate the Transnational Attraction Cluster created by TOURiBOOST in TR/HU/NL/IT/GR and create followers among consumers, who download the iBook at the Appstore and Google Play

The Multiplier Event in TR100 (Istanbul) is primarily internationally tailored and has as main objective to ensure the signing of the Transnational Agreement with 136 Memberships to the Statutory Organization SMART SKILLS OBSERVATORY, however it also ensures tangible impacts at regional level for the:

PUBLIC SECTOR national, regional and local authorities along with policy/decision makers and public sector representatives are co-involved at all 3 administration levels.

PRIVATE SECTOR: Chambers of Commerce, Economic Organizations, SMEs, Local Action Groups, businesses are informed about the TOURiBOOST product-process innovation and the new tourism product in the Istanbul Historic Peninsula,.

LOCAL COMMUNITIES: have access to 5 outstanding heritage experience the Istanbul Historic Peninsula and thus enhance civic pride and economic prospects

YOUNG AUDIENCES: Young people are being involved in a way that gives them a voice and a platform for their skills.

ACADEMIC and TRAINING COMMUNITY: Apart from being a keen economic actor **PP2 (TÜRSAB)** is cultural operator known for its heritage publications and the Museum Magazine as well as a VET operator, with the own cooperating with academic institutions in order to gain support for the development of content and curriculum of educational programs, trainers and material support, the orientation of the students to the career portal, the development of joint internship programs, and the cooperation in the training of trainers for TÜRSAB member agency owners. **PP2 (TÜRSAB) has therefore an interest ex principio in the set up and the Operation of the SMART SKILLS Observatory and invites** the academic community to actively participate

development and contribute via publications, opinion forum, experience exchange, innovation proposals.

CONSUMER GROUPS: interested target groups are offered an enriched cultural heritage consumption mix via the Local Attraction Cluster in the Istanbul Historic Peninsula, accessible as a free download at the Appstore and Google Play

THE GENERAL PUBLIC is being addressed and informed via a series of organized events and outreach tools.

THE PRESS in Turkey is informed through a series of events has the task to diffuse results to experts and the general public.

8.4.2   Multiplier Event Budapest

The prerequisite for enhancing local competitiveness is the active involvement of multilevel actors. The Multiplier Event in Budapest/HU is dedicated to involve multilevel actors to strengthen their capacity to effectively utilize the potential of culture as driver for socioeconomic development. The Event belongs to the TOURiBOOST outreach tactics towards the Press to implement a goal-driven strategy to inform stakeholders, media and the general public equally representing the 3 spheres of governance, civil society and economy: national, regional and local authorities, policy makers and public sector representatives, the private sector (Chambers of Industry and Commerce, SMEs, Local Action Groups including local cultural operators and tourism generators, public-private partnerships), the international academic community the press, young audiences and the general public in the Cooperation Area.

The Event, organized by PP3 (KJF) takes place in Budapest/HU in M17. PP3 (KJF) communicates Project values to selected target publics, acting as Project ambassadors. Local, regional and national policy makers realize Project achievements and accept the Project as a basis to enhance territorial planning policies, assuring thus their active support. The Private Sector recognizes Project contributions for its further economic development and entrepreneurial innovation and therefore supports Project aspirations. The Third Sector views the Project as a driving force for collaborative actions in heritage issues. Communities trust Project offerings to enhance local planning capacities and produce skilled individuals. Young audiences find in TOURiBOOST a platform for expressing their voices in vocational education. to communicate Project achievements to different target publics; to produce joint messages about the value of the value of transnational cooperation within ERASMUS+ and EU 2020 Strategic Priority: "**Making Europe the world's n 1 Tourist Destination"** .

PP3 (KJF) mission through the implementation of the Event, is to:

- create the enabling environment and allow for follow-up projects, academic input and the adoption heritage policies into the respective Local Regional Operational Programme in **HU101(Budapest)**;

- to communicate Project contents in its transnational dimension enabling benefit spread, showcasing Project achievements in **HU101 (Budapest)** and network key actors within the philosophy of transparency and public benefit.

- to disseminate the Local Attraction Cluster in Hungary and create followers among consumers, who download the iBook at the Appstore and Google Play

The Multiplier Event in **HU101(Budapest)** ensures tangible impacts for:

PUBLIC SECTOR national, regional and local authorities along with policy/decision makers and public sector representatives are co-involved at all 3 administration levels.

PRIVATE SECTOR: Chambers of Commerce, Economic Organizations, SMEs, Local Action Groups, businesses are informed about the TOURiBOOST product-process innovation and the new tourism product in Budapest, Hungary..

THE SMART SKILLS OBSERVATORY: tourism and heritage entrepreneurs and actors in the cultural and creative industries (CCI) sign the Cooperation Agreement to become Members of the Transnational Organization SMART SKILLS OBSERVATORY with main seat in Istanbul, Turkey and operate the Local Branch in Hungary at the PP3 (KJF) premises.

LOCAL COMMUNITIES: have access to 5 outstanding heritage experience in Budapest and thus enhance civic pride and economic prospects

YOUNG AUDIENCES: Young people are being involved in a way that gives them a voice and a platform for their skills.

CONSUMER GROUPS: interested target groups are offered an enriched cultural heritage consumption mix via the Local Attraction Cluster in Hungary and Budapest in particular, accessible as a free download at the Appstore and Google Play

THE GENERAL PUBLIC in Hungary is being addressed and informed via a series of organized events and outreach tools.

THE ACADEMIC COMMUNITY in Hungary is invited to actively participate development and contribute via publications, opinion forum, experience exchange, innovation proposals.

THE PRESS in Hungary is informed through a series of events has the task to diffuse results to experts and the general public.

8.4.3   Multiplier Event Den Helder

The prerequisite for enhancing local competitiveness is the active involvement of multilevel actors. The Multiplier Event in Den Helder/NL is dedicated to involve multilevel actors to strengthen their capacity to effectively utilize the potential of culture as driver for socioeconomic development. The Event belongs to the TOURiBOOST outreach tactics towards the Press to implement a goal-driven strategy to inform stakeholders, media and the general public equally representing the 3 spheres of governance, civil society and economy: national, regional and local authorities, policy makers and public sector representatives, the private sector (Chambers of Industry and Commerce, SMEs, Local Action Groups including local cultural operators and tourism generators, public-private partnerships), the international academic community the press, young audiences and the general public in the Cooperation Area.

The Event, organized by PP4 (STICHTING) takes place in Den Helder/NL in M18. PP4 (STICHTING) communicates Project values to selected target publics, acting as Project ambassadors. Local, regional and national policy makers realize Project achievements and accept the Project as a basis to enhance territorial planning policies, assuring thus their active support. The Private Sector recognizes Project contributions for its further economic development and entrepreneurial innovation and therefore supports Project aspirations. The Third Sector views the Project as a driving force for collaborative actions in heritage issues. Communities trust Project offerings to enhance local planning capacities and produce skilled individuals. Young audiences find in TOURiBOOST a platform for expressing their voices in vocational education. to communicate Project achievements to different target publics; to produce joint messages about the value of transnational cooperation within ERASMUS+ and EU 2020 Strategic Priority: "**Making Europe the world's n 1 Tourist Destination**" .

PP3 (KJF) mission through the implementation of the Event, is to:

- create the enabling environment and allow for follow-up projects, academic input and the adoption heritage policies into the respective Local Regional Operational Programme in **NL321 (Den Helder)**;
- to communicate Project contents in its transnational dimension enabling benefit spread, showcasing Project achievements in **NL321 (Den Helder)** and network key actors within the philosophy of transparency and public benefit.
- to disseminate the Local Attraction Cluster in Netherlands and North Holland in particular and create followers among consumers, who download the iBook at the Appstore and Google Play

The Multiplier Event in **NL321 (Den Helder)** ensures tangible impacts for:

PUBLIC SECTOR national, regional and local authorities along with policy/decision makers and public sector representatives are co-involved at all 3 administration levels.

PRIVATE SECTOR: Chambers of Commerce, Economic Organizations, SMEs, Local Action Groups, and businesses are informed about the TOURiBOOST product-process innovation and the new tourism product in Den Helder, North Holland.

THE SMART SKILLS OBSERVATORY: tourism and heritage entrepreneurs and actors in the cultural and creative industries (CCI) sign the Cooperation Agreement to become Members of the Transnational Organization SMART SKILLS OBSERVATORY with main seat in Istanbul, Turkey and operate the Local Branch in the Netherlands at the PP4 (STIHCTHING) premises.

LOCAL COMMUNITIES: have access to 5 outstanding heritage experience in Den Helder and thus enhance civic pride and economic prospects

YOUNG AUDIENCES: Young people are being involved in a way that gives them a voice and a platform for their skills.

CONSUMER GROUPS: interested target groups are offered an enriched cultural heritage consumption mix via the Local Attraction Cluster in Den Helder, North Holland, accessible as a free download at the Appstore and Google Play

THE GENERAL PUBLIC in Den Helder, North Holland is being addressed and informed via a series of organized events and outreach tools.

THE ACADEMIC COMMUNITY in the Netherlands is invited to actively participate development and contribute via publications, opinion forum, experience exchange, innovation proposals.

THE PRESS in the Netherlands is informed through a series of events has the task to diffuse results to experts and the general public.

8.4.4   Multiplier Event Modena

The prerequisite for enhancing local competitiveness is the active involvement of multilevel actors. The Multiplier Event in Modena/IT is dedicated to involve multilevel actors to strengthen their capacity to effectively utilize the potential of culture as driver for socioeconomic development. The Event belongs to the TOURiBOOST outreach tactics towards the Press to implement a goal-driven strategy to inform stakeholders, media and the general public equally representing the 3 spheres of governance, civil society and economy: national, regional and local authorities, policy makers and public sector representatives, the private sector (Chambers of Industry and Commerce, SMEs, Local Action Groups including local cultural operators and tourism generators, public-private partnerships), the international academic community the press, young audiences and the general public in the Cooperation Area.

The Event, organized by PP4 (STICHTING) takes place in Modena/IT/NL in M19. PP5 (INEUROPA) communicates Project values to selected target publics, acting as Project

ambassadors. Local, regional and national policy makers realize Project achievements and accept the Project as a basis to enhance territorial planning policies, assuring thus their active support. The Private Sector recognizes Project contributions for its further economic development and entrepreneurial innovation and therefore supports Project aspirations. The Third Sector views the Project as a driving force for collaborative actions in heritage issues. Communities trust Project offerings to enhance local planning capacities and produce skilled individuals. Young audiences find in TOURiBOOST a platform for expressing their voices in vocational education. to communicate Project achievements to different target publics; to produce joint messages about the value of transnational cooperation within ERASMUS+ and EU 2020 Strategic Priority: "**Making Europe the world's n 1 Tourist Destination**" .

PP5 (INEUROPA) mission through the implementation of the Event, is to:

- create the enabling environment and allow for follow-up projects, academic input and the adoption heritage policies into the respective Local Regional Operational Programme in **ITD55 (Modena)**;
- to communicate Project contents in its transnational dimension enabling benefit spread, showcasing Project achievements in **ITD55 (Modena)**and network key actors within the philosophy of transparency and public benefit.
- to disseminate the Local Attraction Cluster in Netherlands and North Holland in particular and create followers among consumers, who download the iBook at the Appstore and Google Play

The Multiplier Event in **ITD55 (Modena)**ensures tangible impacts for:

PUBLIC SECTOR national, regional and local authorities along with policy/decision makers and public sector representatives are co-involved at all 3 administration levels.

PRIVATE SECTOR: Chambers of Commerce, Economic Organizations, SMEs, Local Action Groups, businesses are informed about the TOURiBOOST product-process innovation and the new tourism product in Modena, Italy.

THE SMART SKILLS OBSERVATORY: tourism and heritage entrepreneurs and actors in the cultural and creative industries (CCI) sign the Cooperation Agreement to become Members of the Transnational Organization SMART SKILLS OBSERVATORY with main seat in Istanbul, Turkey and operate the Local Branch in Italy at the PP5 (INEUROPA) premises.

LOCAL COMMUNITIES: have access to 5 outstanding heritage experience in Modena and thus enhance civic pride and economic prospects

YOUNG AUDIENCES: Young people are being involved in a way that gives them a voice and a platform for their skills.

CONSUMER GROUPS: interested target groups are offered an enriched cultural heritage consumption mix via the Local Attraction Cluster in Modena, Italy, accessible as a free download at the Appstore and Google Play

THE GENERAL PUBLIC in Modena, Italy is being addressed and informed via a series of organized events and outreach tools.

THE ACADEMIC COMMUNITY in Italy is invited to actively participate development and contribute via publications, opinion forum, experience exchange, innovation proposals.

THE PRESS in the Netherlands is informed through a series of events has the task to diffuse results to experts and the general public.

8.4.5   Multiplier Event Chios

The prerequisite for enhancing local competitiveness is the active involvement of multilevel actors. The Multiplier Event in Chios/GR is dedicated to involve multilevel actors to strengthen their capacity to effectively utilize the potential of culture as driver for socioeconomic development. The Event belongs to the TOURiBOOST outreach tactics towards the Press to implement a goal-driven strategy to inform stakeholders, media and the general public equally representing the 3 spheres of governance, civil society and economy: national, regional and local authorities, policy makers and public sector representatives, the private sector (Chambers of Industry and Commerce, SMEs, Local Action Groups including local cultural operators and tourism generators, public-private partnerships), the international academic community the press, young audiences and the general public in the Cooperation Area.

The Event, organized by PP6 (ARTIFACTORY) takes place in Chios/GR in M20. by PP6 (ARTIFACTORY) communicates Project values to selected target publics, acting as Project ambassadors. Local, regional and national policy makers realize Project achievements and accept the Project as a basis to enhance territorial planning policies, assuring thus their active support. The Private Sector recognizes Project contributions for its further economic development and entrepreneurial innovation and therefore supports Project aspirations. The Third Sector views the Project as a driving force for collaborative actions in heritage issues. Communities trust Project offerings to enhance local planning capacities and produce skilled individuals. Young audiences find in TOURiBOOST a platform for expressing their voices in vocational education. to communicate Project achievements to different target publics; to produce joint messages about the value of transnational cooperation within ERASMUS+ and EU 2020 Strategic Priority: "**Making Europe the world's n 1 Tourist Destination"** .

PP6 (ARTIFACTORY) mission through the implementation of the Event, is to:

- create the enabling environment and allow for follow-up projects, academic input and the adoption heritage policies into the respective Local Regional Operational Programme in **EL41 (Chios)**;

- to communicate Project contents in its transnational dimension enabling benefit spread, showcasing Project achievements in **EL41 (Chios)** and network key actors within the philosophy of transparency and public benefit.

- to disseminate the Local Attraction Cluster in Netherlands and North Holland in particular and create followers among consumers, who download the iBook at the Appstore and Google Play

The Multiplier Event in **EL41 (Chios)** ensures tangible impacts for:

PUBLIC SECTOR national, regional and local authorities along with policy/decision makers and public sector representatives are co-involved at all 3 administration levels.

PRIVATE SECTOR: Chambers of Commerce, Economic Organizations, SMEs, Local Action Groups, businesses are informed about the TOURiBOOST product-process innovation and the new tourism product in Den Helder, North Holland.

THE SMART SKILLS OBSERVATORY: tourism and heritage entrepreneurs and actors in the cultural and creative industries (CCI) sign the Cooperation Agreement to become Members of the Transnational Organization SMART SKILLS OBSERVATORY with main seat in Istanbul, Turkey and operate the Local Branch in Greece at the PP6 (ARTIFACTORY) premises.

LOCAL COMMUNITIES: have access to 5 outstanding heritage experience in Den Helder and thus enhance civic pride and economic prospects

YOUNG AUDIENCES: Young people are being involved in a way that gives them a voice and a platform for their skills.

CONSUMER GROUPS: interested target groups are offered an enriched cultural heritage consumption mix via the Local Attraction Cluster in Chios, Greece, accessible as a free download at the Appstore and Google Play

THE GENERAL PUBLIC in Den Helder, North Holland is being addressed and informed via a series of organized events and outreach tools.

THE ACADEMIC COMMUNITY in the Netherlands is invited to actively participate development and contribute via publications, opinion forum, experience exchange, innovation proposals.

THE PRESS in the Netherlands is informed through a series of events has the task to diffuse results to experts and the general public.

8.5 Dissemination

Inspired by the European Heritage Year 2018 and the 2023 NSRF for Turkey, TOURiBOOSTER is striving to create the enabling environment to re-orient tourism education with digital, social and intercultural competences to support local stakeholders tackle strategic innovation in heritage tourism and launch a transnational mechanism for the design and delivery of outstanding heritage tourism experiences. To meet the demands TOURiBOOST ensures the tangible impacts for:

(1) THE TRANSNATIONAL PARTNERSHIP is by definition the direct beneficiary and as such it constitutes a particular target group with the mission to achieve foreseen results. It involves Partners with different operational backgrounds and institutional-technical capacity, who create project specific working cultures within the foreseen time table and benefit from the Project training infrastructure (38 training tools and skills building activities in HE). Project Partners communicate Project values to selected target publics, acting as Project ambassadors.

(2) THE PUBLIC SECTOR trusts Project offerings and enhance local planning capacities adopting the achieved results (84 strategies, methodologies, policy recommendations; and common positions into the Regional Operation Programme (ROP) and replicate training for their staff/experts.

a. National like ministries (of tourism, culture, economy)

b. Regional and local public authorities and smaller communities:

c. National, regional and local public organizations and institutes involved in Tourism

d. National, regional and local public organizations involved in cultural heritage (ephorates of antiquities, museum curatorships, authorities of archaeological sites, museums and collections

e. Regional and local development agencies

f. Public-private partnerships

Local, regional and national policy makers effectively co-involved, as foreseen in the joint Communication Visibility and Dissemination Plan, accept the Project as a basis to enhance the HE Agenda and allow for follow-up actions.

(3) THE PRIVATE SECTOR: The competitiveness of the tourism industry depends increasingly on its ability to generate and manage knowledge and innovation. The prevailing economic recession in the EU and the tourism recession caused in Turkey through terrorism and armed conflicts are urgently calling for a combination of productivity and innovation. and both productivity and innovation are capabilities increasingly dependent upon the art and practice of connectedness. Operating in very dependable and fragile environment, tourism enterprises face the risk of elimination by external factors. TOURiBOOST establishes a critical mass for their support with a new supply for a new international demand for experienced-based products and services addressing SMEs:

a. directly involved in tourism covering the spectrum of accommodation, transport, facilities, tour operators, souvenir shop owners; catering companies and restaurants

b. directly in involved in cultural heritage: event and exhibition organizers

c. indirectly involved in tourism: producers of traditional products, agricultural cooperatives

d. Professional organization and unions involved in tourism like unions of tourist guides; animators; interpretation and communication experts; artists and craftsmen

e. Third sector actors involved directly in tourism and cultural heritage

The Private Sector, represented by PP2 (TÜRSAB) actively involved via 6 Smart Tourism Business Models jointly developed, recognizes Project contributions for its further economic development and entrepreneurial innovation and therefore supports Project aspirations.

(4) THE KNOWLEDGE ALLIANCE (Partners, Associates, Transnational Stakeholders and Third Sector Actors trained by TOURiBOOST in TR/HU/NL/IT/GR) inherit the Project Legacy with 148 outputs/results, operated and maintained by the SMART SKILLS OBSERVATOIRY (IO5): by facilitating long-term synergies among PPT actors beyond the project life, TOURiBOOST defines a new stakeholder force to make the HE responsive to labour market needs with better informed choices and benefit spread across the EU/TR.

(5) THE ACADEMIC COMMUNITY represented in the Project by PC(NEU)/PP3(KJF) has full access to 38 tools and skill building activities and contributes via publications, opinion fora, experience exchange and innovation proposals

(6) The general public is informed via the Project Website; the Project Spot and the publication of 6 iBooks at the Appstore.

(7) THE PRESS, informed about project activities through 11 events and 3 sophisticated outreach tools, diffuses results to experts and the general public.

(8) COE/UNESCO/ICOMOS are highly important target groups for the Project's culture-based innovations and the transnational attraction clusters created. Associate Partner 1 (GoI) and 3 (KMKD) will take over the task to disseminate project results to cultural heritage organizations under international law.

During the Project life TOURiBOOST will has created already a statutory Association, the "SMART SKILLS OBERVATORY IN HERITAGE TOURISM". This Open Collaborative Network, includes transnational stakeholders from the partner countries and international organizations that have been informed on Project contents via 15 schedule events (UNESCO; ICOMOS; COE; ENTERPRISE EUROPE NETWORK; KOSGEB etc.), has the aspiration to equally grow at local; regional; national and EU/TR level. It will inherit the Project Legacy with 42 highly transferable tools and applications and will be operated under the auspices of TURSAB in Istanbul/TR. More over each Partner will operate the National Branch at its premises in close cooperation with the main seat.

It is expected to include 136 members by the Project delivery date focusing on multilevel actors, and sector specialists on tourism and the Cultural and Creative Industries, in the domain of arts and crafts and heritage policy and management. This specialized community of highly skilled tourism and tourism-related agents inherits the Project Legacy with 42 permanent outputs and 4 milestones with commercialization potential that enable the continuation of works. The branches will be additionally supported (based on the complementarity principle) by other institutions or funding sources in order to continue their operation after project completion. The regional networks may be partially funded by national or EU funds (in the case of EU/TR countries) other international funding as non-EU countries receive also UNDP, USAID, Chair, etc. financial support, and/or by the founding businesses of the networks. Business partners will also be asked to contribute financially with own resources (up to a certain percent) and thus enhance the degree of the CB TOURISM NETWORK ownership. The combination of funding from sources like CLLD LEADER and the capacity built by TOURiBOOST will create strong and sustainable business partnerships with focus on destination development and high quality service provisions with experience-based products and services across the EU/TR with a unique new product: the intangible tourism experience marketed and distributed in 151 countries through

the Appstore and 58 countries through Google Play, with new digital mega integrators approaching the scene: Youtube; Netflix; Amazon; History Channel; Arte etc.

TOURiBOOST demonstrates synergies with

I: The ICT Sector and the CCI (Cultural and Creative Industries)
Skilled workers required by and involved by AViCULT derive mainly from the Cultural and Creative industries.*

*Skilled workers in AV languages, editing and media direction to guide content production; graphic designers skilled in AV needs to produce 2D animation on digital software like After Effect or Nuke; construction of 3d models as insert in register with the graphic; motion control and motion tracking for merging real shooting and graphic 3D Staff modeling, animating and composing on digital platform like 3D studio; editing of the video contents; video editor son a digital platform; sound track composers, conductors and sound designers; programmers of the final visual effects in sync with the audio and sound track; editors capable to program final cut or watch out software; technicians for final compositions and compressions using different codecs for different use.

II. The Digital Movie Theaters
The film switch off has rendered movie theatres in Europe to become digital. However although films are replaced with bits, movie theaters did not open their programs to anything else but films. This factor cause vacancies during the week days. AViCULT demonstrates how to fill vacancies with cultural heritage narratives, large screen multivisions and projection mappings.

III. Digital integrators (YouTube, Vimeo, Netflix) have become the place of "**U**ser **G**enerated **C**ontents (UGC) with billions of users with literally any PC used as a production station. Up to now digital integrators are used as distribution, but not as promotion platforms and have therefore limited benefits for education and culture. The challenge for AViCULT is to shape quality demand with an new language and decoding functions, same as the movie business has made 100 years ago. To make a bridge between this new distribution experiences and cultural heritage markets is **a new frontier of dissemination of values**.

III. The Tourism Sector
Heritage is consumed for very different and sometimes conflicting reasons. AV and Multimedia is an important part of cultural communication. By planning for a diversity of cultural experiences AViCULT helps to forecast the best attraction for the territory, visitor satisfaction and exceptional cultural heritage communication.

IV.Economic Actors in search for corporate communication
AViCULT demonstrates how to utilize European cultural heritage values to advance corporate communication of businesses, companies, and financial institutions etc. with advanced media formats and high quality concepts that convey effectively messages to the audiences.

TOURiBOOST is designed according to the ERASMUS+ HE objective and follows the EU Horizontal Polices on equality/non-discrimination to: promote self-employment of women; increase participation of chronic unemployed women; reconcile work- family; eliminate sex-age stereotyping in job descriptions; break down pay inequalities and horizontal segregation, encourage equal distribution of paid work between women-men. This policy will be adopted during all project activities, facilitating free access to individuals suffering chronic unemployment and physical disabilities.
Gender equality, under the view point "free access" will be further and more strongly promoted at a local society level and through the implementation of the project in partner areas. To be more specific: As women are carriers of innovation, extroversion and are susceptible to new ideas, they could act as vehicles of a "new"

entreprise ethic in partner areas and at cross-border level. Indeed, academia has shown that women have a tendency to be involved in industries that are related to the service sector due to their character and social skills. This is particularly evident in tourism, an industry which will be heavily promoted through project activities. In that respect, partners shall focus in attracting female entrepreneurs or existing female cooperatives and networks in the business networks that will be built in an effort to enhance their social mission and service provision.

Fully accessible project outcomes include the following groups:
TRAINING
The Massive Online Open Course 4.0: Stakeholder Intensive Training Course (NEU)
Free access via udemy.com MOOC on line platform. The MOOC contains all Intellectual Outputs
Creative common license OER and MOOC access from different web pages.
The 6 Stakeholder Training Workshops incl. minutes and generated videos; the Transnational Composite Training Programme with 4 onsite thematic lectures/fied trips and evaluation workshops incl. minutes and audiovisual content.

ATTRACTION CLUSTER
A novel cultural consumption pattern is launched that is communicating cultural values to visitors/users impacting consumer choices. It is connecting the technology-intense experience with onsite authenticity to let supply-demand converge and combat seasonality: the Transnational Attraction Cluster. It is a collection of heritage experiences expressed in the domain of digital culture, that will be offered in 151 countries as a free download at the Appstore and in 68 countries via Google Play.

PROJECT RECORD, fully incorporated into the MOOC, includes:
• 1 Survey on Entrepreneurial Stakeholder Skills Needs
• 1 Report to identify a new generation of experienced based tourism products in the Project Area
• 1 Curriculum
• Attraction Design Tool
• 1 Transnational Composite Onsite Training Programme (4 Onsite Lectures; 4 Transnational Training Workshops)
• 6 Local Attraction Plans
• 6 iBooks
• 1 New EQF Professional Profile "Heritage Experience Planner"
• 1 EQF Certification Level (ECTS)
• 1 EQF Accreditations launched
• 36 Individuals with increased capacities certified
• 1 Project Area Attraction Cluster
• 1 Marketing and Distribution Strategy

SMART SKILLS OBSERVATORY
Is offering free access to all interested parties and qualified professionals at EU/international level aiming to promote cultural values for tourism development.

How will you ensure that the project's results will remain available and will be used by others?

If relevant, please provide any other information you consider appropriate to give a full understanding of your dissemination plan and its expected impact (e.g. how you have identified which results are most relevant to disseminate; how you will ensure the involvement of all partners; how you see synergies with other stakeholders, etc.)

During the Project life TOURiBOOST will has created already a statutory Association, the "SMART SKILLS OBERVATORY IN HERITAGE TOURISM". This Open Collaborative Network, includes transnational stakeholders from the partner countries and international organizations that have been informed on Project contents via 15 schedule events (UNESCO; ICOMOS; COE; ENTERPRISE EUROPE NETWORK; KOSGEB etc.), has the aspiration to equally grow at local; regional; national and EU/TR level. It will inherit the Project Legacy with 42 highly transferable tools and applications and will be operated under the auspices of TURSAB in Istanbul/TR. More over each Partner will operate the National Branch at its premises in close cooperation with the main seat.

It is expected to include 136 members by the Project delivery date focusing on multilevel actors, and sector specialists on tourism and the Cultural and Creative Industries, in the domain of arts and crafts and heritage policy and management. This specialized community of highly skilled tourism and tourism-related agents inherits the Project Legacy with 42 permanent outputs and 4 milestones with commercialization potential that enable the continuation of works. The branches will be additionally supported (based on the complementarity principle) by other institutions or funding sources in order to continue their operation after project completion. The regional networks may be partially funded by national or EU funds (in the case of EU/TR countries) other international funding as non-EU countries receive also UNDP, USAID, Chair, etc. financial support, and/or by the founding businesses of the networks. Business partners will also be asked to contribute financially with own resources (up to a certain percent) and thus enhance the degree of the CB TOURISM NETWORK ownership. The combination of funding from EU/national/private sources and the capacity built by TOURiBOOST will create strong and sustainable business partnerships with focus on destination development and high quality service provisions with experience-based products and services across the EU/TR with a unique new product: the intangible tourism experience marketed and distributed in 151 countries through the Appstore and 58 countries through Google Play, with new digital mega integrators approaching the scene: Youtube; Netflix; Amazon; History Channel; Arte etc.

NECESSITY: Project targets are cross-cutting and therefore an inclusive approach that widens and deepens the involvement of key actors from the 3 spheres of state, market and civil society is needed to facilitate implementation and guarantee viability. the complexity of territorial transformations in the enlarged EU and the reshaping of the Erasmus+ policy 2014-2020 requires an integrative strategy to address selected target publics to timely learn about Project achievements and disseminate Project Outputs and results

OBJECTIVE: to communicate Project achievements to different target publics; to produce joint messages about the value of multilateral cooperation within Erasmus+ and more Specific the Strategic Priorities for KEY Priority 2 of the Erasmus+ Programme 2014-2020 and in particular the Sector Skills Alliances and allow for follow-up projects, academic input and the adoption of the partner specific Implementation plans into the respective Regional Operational Programmes; to develop sound internal communications; to benchmark Project achievements for an international audience

SYNERGIES: Communication and Visibility Manual for European Union External Actions, 2009, EU Visibility Guidelines for External Actions, 2008, Communication Guidelines of the Erasmus+ Programme Guide Version 02/2016

CONTRIBUTION TO THE ERASMUS + PROGRAMME: well-coordinated and effectively managed Project communication demonstrates the added value of the Interregional Cooperation within the Erasmus+ Programme 2014-2020

TOURiBOOST
Reorienting tourism education with digital, social and intercultural competences
to support local stakeholders tackle strategic innovation in heritage tourism
2018-1-TR01-KA203-058344
https://www.tourisboost.eu/

ROLE: WP4 communicates AViCULT at multilateral Level enabling benefit spread, showcasing Project achievements in the Project Intervention Area and networking key actors within the philosophy of transparency and public benefit.

IMPACT: AViCULT designs 19 environmental friendly and low-carbon. Paper free communication tools: 1 CDV Plan; 1 intergrated CDV Webtool; The Project Visibility Kit {Project Logo; e-Brochure; Promotional Spot; 12 Fact Sheets; 12 News Letters}1 International Conference; The Viral Dissemination Plan for the Multivision and the iBook; 3 Press Conferences; 6 Press Trip Tours and 10 Project Info Days to establish a shared language with Stakeholders of the Skill Alliance in the Cooperation Area. Project Partners communicate Project values to selected target publics, acting as Project ambassadors. Local, regional and national policy makers realize Project achievements; accept the Project as a basis to enhance territorial planning policies, assuring thus their active support. The Private Sector recognizes Project contributions for its further economic development and entrepreneurial innovation and therefore supports Project aspirations. The Third Sector views the Project as a driving force for collaborative actions in heritage issues. Communities trust Project offerings to enhance local planning capacities and produce skilled individuals. Young audiences find AViCULT a platform for expressing their voices in vocational education. The Network developed among PPs-Public, Private and Third Sector facilitates Project implementation ensuring the viability of Project results.

Communication plays an important role to ensure the legacy of TOURiBOOST and the continuation of the works:

THE STATUTORY SMART SKILLS OBSERVATORY

It is devoted devoted to build the tangible representation of a public-private partnership between authorities and diverse local key players, leading to the formation of local/regional/national/EU strategic partnerships. It is expected not only to sustain Project goals during the implementation period, but to continue to co-operate to produce high added value territorial results and inspire future actions. The statutory Cooperation Agreement (IO5) stabilizes Project results during the implementation phase attracting newcomers. 5 principles accountability, equality, leadership, transparency intentionality define responsibilities for all decisions and actions, place equality, diversity and inclusiveness and promote strategic thinking. The NETWORK, with 5 CB branches in HU/NL/IT/GR and main seat in Istanbul/TR under the auspices of PP2(TÜRSAB=, is a democratic forum per se, which ensures continuation of achieved results towards a stronger employability in the tourism sector.

YOUNG PROFESSIONALS IN TOURISM AND THE CREATIVE AND CULTURAL INDUSTRIES

Acknowledging the fact that young people need a different approach to engage their interest in heritage, the Attraction Cluster, produced by IO3 is tailored to capture the skills of young professionals active in tourism and the CCI and create synergies in tourism for a new place-driven cultural heritage product. The Multiplier Event 5 becomes a platform to express their voices and extrovert their businesses. Young professionals in the CCI (advertising, fashion, textiles, film/TV/AV/Radio, Photography and Graphic Design, Publishing, Animation/Interactive Media, Computer Games, Software, Corporate Production/Post Production andVisual Special Effects, Craft, Design, Literature, Music, Performing/Visual Arts and Architecture) are being involved in a way that gives them a voice and a platform for their skills. Supported by their memberships in the SMART SKILLS OBSERVATORY, young professionals are expected to change the landscape of heritage work across the Project Area.

LOCAL COMMUNITIES AND WOMEN ENTREPRENEURS

TOURiBOOST expects to change the landscape of heritage planning by co-involving communities and the women into "heripreneurship". Involving communities and women entrepreneurs at a grass roots level in their local heritage can be a vital medium in the valorization of heritage tourism. The economic valorisation of the Project Area leads to creative employment opportunities, a locally led heritage strategy, accessible cultural products and services.

MEDIA AND PRESS

TOURiBOOST includes is tailored to both the local (IO1; IO3) and the lcoal press. 6 Stakeholders Events and 5 Multiplier Events inform the journalist community and raise the visibility of TOURiBOOST among press members, who are inspired to diffuses result to experts and the general public. 5 Multiplier Events are tailored to professional travel journalists, also invited at the 4 transnational training events in IO3, with a record of reporting on the cooperation area including the local press. This step will augment the extroverted character of tourism SMEs and lend a better image to the SMART SKILLS OBSERVATORY. The Project's AUIDENCE DEVELOPMENT STRATEGY is aligned with the Project's Communication Plan and recommends to select influential and mix national andinternational reporters connected with international distribution to promote the image and visibility of the SMART SKILLS OBSERVATORY in the international arena.
GENERAL PUBLIC
The final products are not exclusively reserved to professionals, but also open to the general public, visitors will be given clues at each stand to obtain information about the 30 quality heritage experiences across the 6 Attraction Cluster in TR/HU/NL/IT/GR.

9. SUSTAINABILITY

TOURiBOOST
Reorienting tourism education with digital, social and intercultural competences
to support local stakeholders tackle strategic innovation in heritage tourism
2018-1-TR01-KA203-058344
https://www.tourisboost.eu/

By showcasing 30 outstanding heritage tourism experiences in the Project Area (TR52/TR100/HU101/NL321/ITD55/EL41) TOURiBOOST attracts high quality tourism on a repeat visitation basis. The product-process innovation attracts external investment connecting the 6 attraction clusters created in the Project Area to the global tourism market.

EDUCATIONAL SUSTAINABILITY: A permanent and free access education sources with 2 highly replicable training programme items are created by IO2/IO3. 60 stakeholders are trained for 18 in the experience design, to advance their capacity to cope with global challenges in the digital world. 6 experienced based products/services delivered by 36 higher skilled people with cutting edge technology, paves the way for the extroversion of tourism SMEs, that now know how to best use cultural communication to address tourism demand.

ECONOMICAL SUSTAINABILITY: The uptake of 6 quality experiences by 10 tourism SMEs connects the latter to the global market is ensures a novel cultural consumption pattern that is communicating cultural values to visitors impacting consumer choices. It is connecting the technology-intense experience with onsite authenticity to let supply-demand converge and combat seasonality. Exploiting the technology intense experience to address the connected consumer market, the 6 Attraction Clusters created by IO3 are inspired by the Cultural Routes of the COUNCIL OF EUROPE and the international charters, treaties and convention by UNESCO and ICOMOS. Seamlessly connected with 30 selling points they offer authentic/multicultural experiences along with needed tourism services. Upon project completion it is commercialized and distributed globally by the SMART SKILLS OBSERVATORY benefiting interested tourism businesses in the Project Area. Through the acquisition of 15 Associate Partners and the disffusion of the 30 cultural heritage experiences by 3 digital mega integrators (Apple/android/Windows) via the App Store, as eBook via Google Play and Gooogle Play, further commercialization of achieved results upon project completion is ensured.

ENVIRONMENTAL SUSTAINABILITY: Following the EU Biodiversity Strategy 2020, the COE/UNESCO/ICOMOS/NATURA Treaties/Conventions/Charters TOURiBOOST demonstrates to tourism stakeholders that the historic environment (natural/cultural)suffers from unplanned tourism development/climate changes threats and raises the awareness of 60 businesses for towards corporate social responsibility. 30 tourism consumption points in the Project Area are directed towards an engaged and authentic experience, with participative learning in the arts, heritage, or special character of a place, with particular respect to the environment, our common shelter.

INSTITUTIONAL SUSTAINABILITY: The 120-members of the Statutory Organization SMART SKILLS OBSERVATORY operate 6 branches in TR100/HU101/NL321/ITD55/EL41. Ownership is ensured via the signed agreements and Statutes. The post-project operation is ensured by PP2 (TÜRSAB) at its premises in Istanbul/TR. Income derives from the commercialization of the Attraction Clusters (6 products) in the Project Area.

SOCIO-CULTURAL SUSTAINABILITY: Access to culture is a universal right. The Attraction Clusters is an open access corridor that develops critical skills and awareness for semiotic codes, particularly among the youth raising their cultural capital for the identity of the BSB. The Annual Roving Fair for Cultural and Creatives Industries in the BSB enables artwork supply to meet audiences and labor markets.

A SIX-PILLAR RESULT VIABILITY PLAN, ensures the post project operation of achieved results.

1. PPROJECT LEGACY: a CH/Tourism infrastructure with 418 is inherited to the SMART SKILLS OBSERVATORY with main seat with PP2 (TÜRSAB) at its premises in Istanbul/TR.

2and3. PERMANENT NETWORKS, EU ADDED VALUE, TRANSFERABILITY and REPLICABILITY OF INNOVATION: 3 Perma-Networks ensure the post-project operation activity mix, transferability of innovation and seek further excellence in tourism management {The Transnational Stakeholder Network; The Pool of Highly Skilled Workers in Tourism and the CCI; The Transnational Pool of Trainees}

3 and4: 2 CULTURE-BASED INNOVATIONS and 6 APPLICATIONS WITH MARKET VALUE shall be introduced at the ITB Berlin 2020 to ensure revenues detailed-described in the Result Viability Plan and the Marketing and Distribution Strategy with

5: GLOBAL UPTAKE POLICY: Exploiting the powers of the Cultural and Creative Industries TOURiBOOST delivers a cohesive cultural heritage audiovisual narrative in an effort to generate quality cultural demand and impact the supply-demand pattern in the Project Area. It thus links the Project Area Attraction Clusters (supply) with organizations, visitors, audiences and digital integrators (demand).

6: THE SMART SKILLS OBSERVATORY: This unique statutory network with 6 branches in TR/HU/NL/IT/GR is created with 120 multilevel actors, tourism and CCI businesses.

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