

## Deliverable 8.1

# List of Materials to Transfer to External Organisations and Continuous Update



Union for the Mediterranean  
Union pour la Méditerranée  
الاتحاد من أجل المتوسط



**MAST**  
Mediterranean Alliance  
for Sustainable Tourism

## The Partnership



**European Institute for Local Development**



UNIVERSITÀ DEL PIEMONTE ORIENTALE

**University of Eastern Piedmont Amedeo Avogadro**



**Mediterranean Academy of Culture, Technology and Trade**



**Union Maghrébine et Nord Africaine des Agriculteurs**



**Regional Observatory of Agriculture and Development**

With the financial support of



On behalf of



Union for the Mediterranean  
Union pour la Méditerranée  
الاتحاد من أجل المتوسط



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## I. Introduction

The world is about to leave behind an unprecedented global health, social and economic crisis caused by the Covid-19 pandemic. According to the World Tourism Organization (UNWTO), tourism is one of the hardest hit sectors.

Starting from this belief at the end of 2020, the [Mediterranean Alliance for Sustainable Tourism post COVID-19 \(MAST\)](#) project was born, which aims to redefine tourism in the context of sustainable development and sustainable practices, financed by the Union for the Mediterranean and implemented by a Consortium led by the European Institute for Local Development (EILD) to provide tourism businesses with a set of tools to overcome the pandemic crisis in the Mediterranean Basin, with a special focus on Greece, Italy, Malta, Morocco, and Tunisia.

The program is funded by the [UfM for Employment Promotion](#) and is implemented by 5 partner organizations. The participating countries and partner organizations are:

- European Institute of Local Development – NGO – Greece,
- University of Piemonte Orientale Amedeo Avogadro (UPO) – University – Italy,
- Mediterranean Academy of Culture, Technology and Trade (MACTT) – NGO – Malta,
- Union Maghrébine et Nord Africaine des Agriculteurs (UMNAGRI) – MKO – Τυνησία,
- Regional Observatory of Agriculture and Development (AORADRCS) – MKO – Μαρόκο.

The principal objective of the Mast project is to provide tourism businesses with a set of tools to overcome the pandemic crisis by a sustainable tourism orientation and rebooting tourism in the MENA area by overcoming current paradigms and going towards new sustainable tourism approaches.

The beneficiary target is composed of tourism entrepreneurs and aspiring entrepreneurs, job seekers and employers of the tourism sector, who will be involved via the participation of public authorities, training institutions, NGOs, and other entities for the promotion of sustainable tourism in the 5 target countries. The approach of the project is based on online training modules for entrepreneurship in the field of sustainable and rural tourism, aiming to create practical business plans for sustainable tourism. The entrepreneurs will benefit from coaching service support and a prize for best ideas will be granted.

The invitation to all is to team up and create a community that can lead the revitalization of Mediterranean tourism towards growth models that are increasingly high-performing and sustainable.

## **II. Summary of state of art and KPIs**

The performance of a process can be defined as the extent to which the outcome of the process is able to fulfill the requirements of the internal or external customers of this process. Within a business as a system of various departments, interconnected material and information flows and complex process chains, the performance of a particular process cannot be measured independently. In this context, interdependencies with upstream supplying processes, disturbances and the setting of control variables or parameters are important factors of influence which need to be taken into consideration when the performance of a process is assessed. These basic categories of influence factors (supplier performance indicators, disturbance variables and control variables).

Key performance indicators (KPIs) refer to a set of quantifiable measurements used to gauge a company's overall long-term performance. More specifically, Key Performance Indicators (KPIs) are the critical (key) indicators of progress toward an intended result. Key performance indicators (KPIs) measure a company's success in comparison to a set of targets, objectives, or industry peers. KPIs contribute to the determination of a company's strategic, financial, and operational achievements, especially compared to those of other businesses within the same sector.

KPIs include setting targets (the desired level of performance) and tracking progress against that target. Managing with KPIs often means working to improve leading indicators that will later drive lagging benefits. They provide objective evidence of progress towards achieving a desired result and facilitate operational changes in order to address any performance problem. KPIs can point to future outcomes, giving executives early warnings on possible business problems or advance guidance on opportunities to maximize return on investment.

### Categories of KPIs

#### 1. Quantitative

Key Performance Indicators can be divided in four distinctive categories: quantitative, qualitative, comparative and cross sectoral indicators. In particular, quantitative indicators are the most straight-forward KPIs. In short, they are measured solely by a number. There are two types of quantitative indicators — continuous and discrete.

#### 2. Qualitative

Qualitative indicators are not measured by numbers. Typically, a qualitative KPI is a characteristic of a process or business decision. A common qualitative indicator that organizations regularly use would be an employee satisfaction survey.

### 3. Comparative

A comparative KPI derives a target by looking at the current performance of comparable entities. Comparative KPIs are very powerful for analyzing the performance of highly granular components of the business-like individual customers, employees, or products. Comparative KPIs are quite useful while comparing the data between different aspects, such as the current situation that exists in a specific sector in different countries

### 4. Cross-Sectoral

Cross sectoral KPIs that include a social impact can be defined as the indicators that combine data from distinctive domains which conclude to a common outcome. For instance, the food sector and hospitality combined can lead to specific outcomes for the same recipients, tourists.

### Analysis

The approach and the methodology followed by the organizations of the partnership contribute to the promotion and establishment of a series of innovative measures which meet the new conditions that have been created due to the Covid-19 crisis. More specifically, the first parameter is connected with the volume of tourists, and is related to the average spending. In contrast with the trends prior to the Covid-19, which focused on total spending of tourists, this turn regarding the volume of tourists is significant considering the limitations which have been established due to the new status quo, and the crowding parameter. Therefore, it is an approach which focuses on individual spending.

Moreover, an innovative parameter which is promoted through the project is the tourists satisfaction's measurement after their departure from a touristic destination. It is a qualitative approach, as it concerns the evaluation of the visited places by the tourists. Furthermore, the measurement of tourists' percentage that will visit the same place during the next year is included in the context of the same parameter. The evaluation of different touristic periods can be considered as a measurement of comparative data, while the satisfaction's categories are related to qualitative data.

The volume of services is approached in relation with the local communities (whose places are chosen by visitors/tourists) and the tourists' satisfaction. Furthermore, the high-level quality of services can contribute to the growth of a local community through the rise of the tourists' arrivals and their expenses. In other words, this parameter concerns cross-sectoral data and is mainly related to qualitative data.

The most significant parameter- on which the partnership focuses- is the pandemic's societal impact. More specifically, a new tourism model is promoted, and it is different in comparison with the traditional mass tourism model that dominated before the Covid-19 spread. Additionally, the MAST project promotes destinations, in the context of which a variety of outdoor activities is offered.

In addition, there is another interpretation of the abovementioned orientation which is promoted through the MAST project. Considering the pandemic's significant societal and economic impact, this approach contributes to the per capita income rise and to the decrease of the unemployment rates via the creation of additional job vacancies in the context of a local community. In conclusion, it is a measurement of qualitative data regarding the societal impact of the pandemic.

### **III. Training modules development and delivery Objective of KPIs planning.**

MAST has developed and launched multi-language tools, it's an **online course, completely free of charge, to offer everyone a short online learning path on sustainable tourism**, which will allow the next generation of entrepreneurs to obtain skills and competences to produce new business ideas and/or renew their offer. The course is divided into 6 modules, with a total duration of one hour, and a specific module is focused on health measures against COVID-19. To view the course, which is **available in English, Italian, Greek and French**, simply access this link and perform a quick registration.

**<https://www.mastproject.eu/>**

MAST offers innovative online learning modules on sustainable tourism that will allow the next generation of entrepreneurs to get skills and competences to produce new business ideas and/or to renew their own offer. A specific module will be focused on sanitary measures against COVID-19.

#### **Material Includes**

- 6 videos lessons
- 6 PDF slides replays

#### **Beneficiaries**

- Tourism entrepreneurs and aspiring entrepreneurs.
- Job seekers and employers of the tourism sector.
- Public authorities
- Local governments
- NGOs
- Training institutions
- Entities for the promotion of sustainable tourism.

## Course Duration: 01h

Lesson 1 – Tourism challenges in the covid-19	00:06:00 min
Lesson 2 – Sustainable Tourism: methods and tools for the future (part 1)	00:09:00 min
Lesson 3 – Sustainable Tourism: methods and tools for the future (part 2)	00:15:00 min
Lesson 4 – Rural development and tourism	00:07:00 min
Lesson 5 – EU funds and projects	00:08:00 min
Lesson 6 – Sustainable tourism marketing and digital sustainability communication	00:15:00

## IV. Business planning and prize for best ideas models

The project [MAST \(Mediterranean Alliance for Sustainable Tourism\)](#) opened the year 2022 with two great pieces of news addressed to all young people, students, entrepreneurs and professionals related to the world of tourism who want to grow new ideas of sustainable tourism for the future post Covid.

The five partners taking part in the sustainable tourism alliance have announced the prize that will be awarded to the best idea or project for sustainable tourism: it is a **business plan toolkit and a technical support consultancy aimed at providing entrepreneurs with the technical tools to structure and launch their projects and ideas**. An award, therefore, that looks to the future, and that will allow competitors not only to have a fair recognition, but also to be able to develop their skills to offer the world of tourism an example of a successful sustainable model.

The second big news concerns the deadline for submitting proposals. Initially scheduled for last December 31, **the deadline for proposing business projects has been extended to January 25, 2022.**

### Guidelines for the MAST prize

1. Provide support in terms of materials, tools, knowledge, live and personalized coaching to project proponents in order to facilitate the design and implementation.
2. Offer a moment of knowledge, dialogue and direct mutual confrontation with the proposing person/entity, intended as an opportunity for networking and professional growth. From the dedicated event may arise the interest to maintain and build profitable, over time, relationships and further opportunities for professional contamination between the winning entrepreneurs and the network of MAST partners.
3. Establish a relationship of trust and mutual relations that can be taken up in future and upcoming initiatives conducted by the MAST project partners and their network of stakeholders. New project opportunities can be envisaged with the involvement of the participants and winners of this part of the project;



4. Increase the operational capacity of entrepreneurs/aspiring entrepreneurs in terms of skills, autonomy, expansion of the network, that are functional and strategic to the design and implementation of their projects.

## SUSTAINABLE TOURISM ENTERPRISE DEVELOPMENT - TOOL KIT

Possible sections

1. Create a Business Plan
2. Create a Sustainability Plan (Sustainability Planning)
3. Overview on European projects for Sustainable Tourism
4. Overview on Sustainable Tourism Communities
5. Project Management Tools
6. Destination Management Tools

### **People Relating Content:**

Introduction: Representatives of MAST partner institutions (5 minutes each)

Technical coaching: 2 Experts from the sector (main speakers - 20 minutes each)

Case Studies/best practises: 2 Entrepreneurs who have undertaken comparable and interesting.

Activities (15 minutes each).

Networking among participants, entrepreneurs and MAST partners.

## **V. Coaching service**

Applicants will provide a specific coaching service to help the winner entrepreneurs to estimate and to identify technical and financial resources.

The guidelines for the performance of coaching services are stated below:

The coaching activity is one of the main outputs of the MAST project, allowing people who took part in the project to have support to start or develop their business in the tourism field, from a sustainable perspective.

The partners of the project have to follow these guidelines to organize and deliver the coaching activity:

The coaching activity is nationally based; it means that every partner has to do it in its own country with the participants who come from the consortium countries ( Italy, Greece, Malta, Morocco and Tunisia);

The coaching activity has to be done with participants who attended the training;

Each partner has to do the coaching activity within the end of the project, preferably within the 15th March 2022;

Each partner has to identify the person in charge, in its team, to deliver the coaching activity;

Each partner can choose to do the coaching activity online or physically;

Each partner has to identify 2/3 availabilities for the coaching activity;

Each partner has to create a Doodle Survey, using the following tool <https://doodle.com/> putting the availabilities before identified; please indicate in the doodle survey that images/photos will be taken during the coaching activity;

The coaching activity has to last 1 hour for each country;

Each partner has to collect from the MAST Admin portal the Email address of the people who took part at the training activity;

Each partner has to contact by email people who took part at the training activity, explaining them the coaching activity and sharing with them the Doodle link previously created;

This is an example of the email to be sent:

Dear Participant,

We are writing from \_\_\_\_\_, first of all to thank you for the participation at the MAST Project.

We are happy to share with you the opportunity to take part in the Coaching activities to give you support to start and develop your sustainable business in the tourism sector.

The coaching activity will be held online/physically at \_\_\_\_\_ .

We invite you to share with us your preference regarding your availabilities in one of the date proposed and that you can find at this link: DOODLE LINK

Further information regarding the place/link to follow the coaching activities will be shared in the next few days.

Looking forward to see you at the Coaching,

Best Regards

Signature

Once received the Doodle survey feedback, each partner has to send an email to participants to share with them the information regarding the date, time and the place where the coaching activity will be held.

12.1) If it will be physical, you have to share the indication about the place.

12.2) If it will be online, you have to create a meeting link using Google Meet and share it with the participants.

It is recommended that each partner does the coaching activity in the Mother Language.

During the coaching activity, each partner will give the opportunity to the participants to ask questions to have more specific feedback on their business idea.

Each partner will do photos/screen during the coaching activity done;

Each partner will prepare, after the coaching activity is done, a report of it, in English, and will send it to MACTT to be shared, together with the photos/screen taken, in the MAST website blog section.

Official Fb page: <https://www.facebook.com/MASTproject>

Official Website: <https://www.mastproject.eu/>

## **VI. Platform for training materials, coaching interaction and matching skills**

A platform has been developed for training materials and coaching purposes to be always in interaction with the participants, first they should register and enroll 6 lessons with the appropriate language for each student.

<https://www.mastproject.eu/>

During the course you can ask questions in the "Browse Q&A" section and the coach will receive an email with the question and send you the answer. After completing the training phase, you can submit your application to the Mast Prize. A link is provided in the platform to download the Word file that goes with the current status of the applicant, either Aspiring Entrepreneur or Entrepreneur.

<https://www.mastproject.eu/mast-prize/>

In the platform there is a section called **Blog**, where you can download articles and videos of promotions, webinars, workshops... made by the 5 partners within the framework of the MAST project.

<https://www.mastproject.eu/blog/>

The platform has a service oriented specially for the people and experts to interact and exchange ideas, network, find employment etc, all that can be found in the link below:

<https://www.mastproject.eu/forums/>

You can also contact us through the following email address:

[contact@mastproject.eu](mailto:contact@mastproject.eu)

## **VII. Networking and promotion**

We have prepared a list of potential partners, and drafted an explanatory letter to launch the promotion of the network and communicate about the project to

interested people. This letter was translated into several languages and sent to the target audience.

We have also disseminated information about the project on the different social networks and official pages of the 5 project partners.

**Below a model of the promotion letter:**

Esteemed Partner / [Sir/Madam](#)

*Following our mail/phone contacts*, let me please introduce you the project “Mediterranean Alliance for Sustainable Tourism post COVID-19” <https://www.mastproject.eu/> financed by the Union for the Mediterranean and implemented by a Consortium led by the European Institute for Local Development (EILD) to provide tourism businesses with a set of tools to overcome the pandemic crisis in the Mediterranean Basin, with a special focus on Greece, Italy, Malta, Morocco, and Tunisia.

The objective of MAST consists of rebooting tourism in the MENA area by overcoming current paradigms and going towards new sustainable tourism approaches. The beneficiary target is composed of tourism entrepreneurs and aspiring entrepreneurs, job seekers and employers of the tourism sector, who will be involved via the participation of public authorities, training institutions, NGOs, and other entities for the promotion of sustainable tourism in the 5 target countries.

The approach of the project is based on online training modules for entrepreneurship in the field of sustainable and rural tourism, aiming to create practical business plans for sustainable tourism. The entrepreneurs will benefit from coaching service support and a prize for best ideas will be granted.

We are pleased to share with you the training multi-language tools developed by the MAST project to support Mediterranean tourism professionals and students, to benefit and adapt their touristic business model and offer to the forthcoming leisure & vacation market features and requirements in this post COVID-19 phase.

1. Accordingly, Name of the association *and its partners* are glad to invite ??? (*name of the institution*) to diffuse and spread MAST free on-line training through you *associated/members/students/* by inviting them to attend our [free of charge online lessons](#) and then to submit business ideas through a online format dedicated in bottom of the course page <https://www.mastproject.eu/course/> by 31.12.2021
  2. Best national projects will win a prize offered by the UPO -University of Piemonte Orientale, which will offer the best business ideas Guidelines on how to create a business plan and on how you can make a sustainable swift in your business on 31.1.2022.
  3. All individuals that submitted their ideas will win a spot on a national based coaching meeting session that will be held prior to 31.3.2022.
- While remaining available for any inquiry and request you might have, by mail and through the website blog, I invite you to follow and eventually to share on your profile [MAST facebook page](#).

[Best regards](#)

[Name of the person – function](#)

[MAST website in national language](#)

[MAST FB link](#)

## VIII. Replicability of the action

We have prepared an intent letter that formalizes our partnership with the organizations that wish to emit our project. These organizations would be allowed to follow the same steps that we followed for the realization of the Project from the beginning to the last step.

### **Below a model of intent letter:**

Insert organization logo

### ***Letter of Intent***

With this letter, We Insert organization name that confirms our support to the project Mediterranean Alliance for Sustainable Tourism post COVID-19 (MAST), which is being coordinated by European Institute for Local Development, under the UfM Grant Scheme.

We declare that we have been informed about the project, we support the project objectives and we agree to support the partnership in the project implementation, with the following activities:

- Promotion of the material created by the project, within our organization and our network, during and after the project's lifespan
- Wherever it is deemed useful, use and exploitation of practices and tools developed by the project

Date: Insert date

Name, signature and stamp: Insert name, signature and stamp

## IX. Project dissemination

MAST partners have exploited traditional and digital communication channels to reach their own goals.

### **Traditional channels and tools:**

- Public events and workshops have been organized during the last months of 2021 – 2022 to present the project to Tourism entrepreneurs and relevant stakeholders.
- Direct contacts and one-to-one meetings.
- Networking with other projects and participation in seminars and events organized by other consortiums.
- News and posts on partners websites.

**Digital channels and tools:**

- Partners web sites (thanks to links to project websites).
- Partners social networks (Facebook, Twitter, LinkedIn).
- To be evaluated the possibility to create a specific profile on social networks devoted to the project.

The efficacy of the communication activities described in this document will be evaluated using simple performance indicators and evaluation measures, such as:

- Number of persons reached through publications, articles, newsletters, posts.
- Number of interactions.
- Number and typology of participants to project events.
- Collection of comments and suggestions, arisen from organized meetings.

The following table has been used to list and evaluate project communication activities all over the project. It has been revised and updated at least 2 times.

Typology	Number	Responsible partner	Action	Period

