



Go responsible!

Unlocking the potential of Youth Entrepreneurship
through Responsible Tourism

Guide for MENTORS

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



“ The price of greatness is responsibility. ”
Winston Churchill

Go RESPONSIBLE Guide for mentors

Introduction

Take your chance: go responsible!

Unlocking the potential of youth Entrepreneurship through responsible Tourism” is a project funded by the European Union, under the Erasmus + KA2 Programme. The promoter of the project is DA&DA (FR), the project partners Solidarity Tracks (GR) and BAAT (BG).

The project GoResponsible! Wants on one hand to reinforce the key competencies and entrepreneurial knowledge of young people in the Responsible Tourism (RT) through mentoring, non-formal education, e-permanence support, and e-commerce tutorials and, on the other hand provide to the professionals working in the field of youth OER tools and resources adapted to their needs.

Specific objectives:

- Develop the **entrepreneurial spirit** among young people and thus contribute to the reduction of unemployment
- Facilitating **youth learning** through non formal education by reducing geographical and learning disparities.
- Promote the potential of **ITCs** in entrepreneurial approach
- Contribute to the development of the **training offer** through free educational resources for professionals.
- Facilitate between the private and **the sharing and exchange of good practices** public sector. Make professionals and politicians aware of RT opportunities as a response to youth unemployment
- Promote across sectorial and European **network** to facilitate the collection and analysis of data on youth employment opportunities linked to the RT

The goal of the guide was to enable future mentors to acquire/develop skills/competencies and knowledge about techniques of mentoring in order to support disadvantaged young people looking for support for enterprise creation in the field of responsible tourism. This mentoring guide for entrepreneurship applied to responsible Tourism is an OER tool (open education resource), available on the project Portal for the transfer, reuse, the capitalization and improvement of the Tool by any user.

Go Responsible! Guide for mentors

Table of content

Content:

Mentor	7
Defining what is a mentor	8
Skills and competences	8
Roles & Responsibilities of the mentor	11
Responsible Tourism	12
Definition	16
Good practices (our workshops)	26
Tips and tricks	26
Business	28
Idea/passion	29
Differentiation - Value proposition	32
Organization & Calculation	34
SMART objectives, SWOT analysis,	
Business Plan	40
Evaluation (methods)	51
Resources	53

Recommendation for timing and management of the upcoming sessions:

The first part - **Mentor** – is containing 3 Activities. These activities are designed for the mentors to be more prepared and to understand their responsibilities during the mentoring phase. For this we recommend a 3-5 hours' time frame.

The - **Responsible Tourism** – contains 3 sessions dedicated for the participants.

Session I – contains **7 Activities**. For this we recommend a 5-7 hour session. Please keep in mind that the last two activities are: 1 homework and evaluation of the session.

Session II – contains **4 Activities**. This session is more dedicated to imagination and creativity with role-play as an educational tool to feel empathy as a responsible tourist. We recommend a 4-5 hour activity.

Session III – contains **2 Activities**. This session is more dedicated to practical part. We recommend to have a 1-2 hour meeting and this later followed by a visit or more visits to already existing good practices in your area. It might take all together a 5-6 hour activity.

The - **Business** – we will two sessions dedicated for the participants

Session IV – contains **5 Activities**. This session focuses on several methods like mind mapping , brainstorming, SMART objectives, SWOT analysis to be aware of the right idea and right start to plan in the RT sector. We recommend a 6-7 hour intensive activity.

Session V – Business Plan - contains **3 Sections**. The **Business plan** part of this guide is split in **Sections** – it can be interpreted also as activities. However the **Business plan** part you can discuss in one session with your mentees and ask them to do it individually at home. You may also ask between session to check how is going on the planning and make suggestions.

The other possibility is to follow the sessions accordingly to the guide and have the meetings as the sessions requires. (Recommended a business expert)

For each session is recommended a 3-4 hour time frame.

Session VI – Business Plan - contains **3 Sections**.

Session VII – Business Plan - contains **2 Sections**.

I Mentor



I Mentor

Defining what is a mentor

In this section you, who you will be a mentor you will find 3 activities, which will enable the reader to understand if he/she has the right profile to be a mentor. The activities are mostly self-reflections followed by definitions or structures from various sources.

Skills and competences

What attitudes and competencies does a mentor need?

Activity1

Make an imaginary skill salad from the skills you believe that a mentor should have. Choose from the list of skills bellow and note it down the most important that you believe are necessary when referring to a mentor.

List of skill ingredients: Analytical skills, Communication skills, Computer skills, Conceptual skills, Core Competencies, Creative thinking skills, Critical thinking skills, Decision-making skills, Employability skills, Interpersonal skills, Management skills, Marketing skills, Microsoft Office skills, Organizational skills, Problem-solving skills, Project management skills, Soft skills and hard skills, Teamwork skills, Technical skills, Time management skills, Transferable skills etc.

Skills and competences

After preparation of the salad please find bellow the most relevant ones.

Motivation, empathy, open-mindedness, responsibility, patience, and engagement are the most important attitudes that the mentors should have. Along with them, they need to work on their digital, leadership, innovation and communication skills.

Useful skills include effective listening, empathy, understanding in a non-judgmental approach and the ability to facilitate through skilled questioning.

Characteristics of a Good Mentor

Activity 2:

Self-reflection - please try to find at least 5 characteristics that you believe that a mentor should have and identify if you are in the possession of these ones.

After this self-reflection find below the characteristics of the mentor defined Andrew Miller as follows:

Characteristics of a Good Mentor

Andrew Miller offers ten characteristics of effective mentors as follows:

1. Enthusiastic volunteer	Their interest in helping their mentees and setting personal gains aside communicates itself.
2. Accessibility	Mentees should be able to contact mentors easily, but with defined, agreed limits.
3. Sensitivity	Mentors need to be aware of and sensitive to cultural and gender differences.
4. Self-Awareness	Mentors need to know their own weaknesses and values, and to be honest about them. They should be able to share values without imposing them.
5. Discretion	Confidentiality is the key to building trust in the relationship.
6. Willingness to learn	Mentoring should be a mutual learning experience, not purely one way.
7. Non-judgmental	Mentors should try to use positive reinforcement and encouraging behaviours.
8. Patience	Patience is especially important in the early stages of relationship building.
9. Positive expectations	Mentors should have high or positive aspirations for their mentees.
10. Kind, tolerant and understanding	These are important qualities in sustaining the relationship's inevitable highs and lows.

Characteristics of Mentoring

- Focuses on progress.
- Is a long term rather than short term relationship.
- Provides intuitive feedback.
- Develops the capabilities and competences of the mentor and mentees.
- Is driven and led by mentees/ learners.
- Helps the mentees to work out the solutions by themselves.

Definition of mentor

Activity 3

Definition creation

After reflecting on skills, competences and characteristics of a mentor now is time to define it. Task: create one definition what is mentoring in your own words. Think also about one example that you have already experienced. Focus on the positive and negative aspects of mentoring, in order to understand what you should avoid or improve while you will be a mentor.

Definition of mentor

Definition from other sources (please read them only after taking part of Activity 1 and 2)

According to Clutterbuck and Sweeney (1997), mentoring is a helpful relationship based on an exchange of knowledge, experience and goodwill. Mentors help others less experienced than themselves, to gain confidence, a clearer purpose, insight and wisdom. In doing so, the mentor is also impacted by the mentoring relationship as s/he learns from the mentees.

Mentoring involves primarily listening with empathy, sharing an experience (usually mutually), professional friendship, developing insight through reflection, being a sounding board, encouraging”
- David Clutterbuck.

Mentoring - Advising

What a mentor is: advisor, leader, colleague, networker, guide, supporter counselor, role model.

Mentor in Responsible Tourism defined by mentors of GO responsible Training Course:

Who is a mentor?

A person who:

- Guide, support
- Leads the process of learning
- Is a professional friend
- Advisor, ask the right question
- Contribute to the success of a project
- Motivates
- Inspire
- Give examples
- Transfer his/her knowledge on the topic
- have experience in the topic
- Keep safe distance
- Networker
- Strategic thinking
- Good time manager

Skills and competences of a good mentor

Empathy, Pedagogical skills, Good listener, Patient, Tolerant, Open minded, Adaptability, Curious, Creative, Good analytical skills, Pro active, Self-motivated, Visionary



Role and Responsibilities of the mentor

Arriving to this part you are aware of who a mentor is. To finalize all the aspects of mentoring please find below the roles and responsibilities while being a mentor.

Regularly communicating with Participants - is important because mentors should ensure that everything is alright with the process of learning (in our case more focused in the business plan and especially in the responsible part), they have to monitor how the participant is doing, how they are improving. In order to do this the easiest way is to communicate with each other.

The role of the Mentor is to:

- Listen
- Question to elicit facts
- Give information, knowledge about organization/occupation and informal networks
- Give advice on the social start up process
- Offer different perspectives
- Offer support and encouragement
- Draw on own experience when appropriate
- Confront and discuss current issues
- Take the lead and make suggestions – at least early on in the relationship

And to encourage the Mentees to:

- Listen
- Clarify understanding
- Review and reflect on the EPG members
- Change assumptions
- Consider different perspectives
- Develop and manage a responsible start up plan
- Take responsibility for their own development
- Make decisions to maximize the outcomes of the mentoring relationship

II Responsible Tourism

II Responsible Tourism

At this section the mentor will start to actually work with his/her mentee. From this moment there will be various activities which will help to support the youth would be entrepreneurs in the responsible tourism sector.

Session 1

Activity 1

Introductions

This will be the first session meeting with your mentees. Start this meeting by **introducing yourself** as follows:

Start by introducing yourself as the Mentor.

Share your enthusiasm for the Responsible tourism training programme and for working with the participants over the upcoming workshops.

If possible, share a positive and relevant experience you have had as a mentor.

Share your interests, hobbies, and social enterprise/volunteering/Responsible tourism business/Mentoring experiences. You may choose to mention situations and guidelines that have helped you in your own career development/life.

After presenting yourself let the participants to do the same, by speaking freely, who they are, hobbies or whatever they believe that is relevant for them.

Activity 2

Hopes/expectations, Fears and contribution

As a mentor you should know what the participants expect from this GO responsible training. Give to the participants a few minutes reflection time and ask them to share what they hope they will gain from the sessions, what they can share and if they fear anything related with project.

At the end sum up the thought and ideas, is important to share your expectations as mentor as well to the participants.

hOpeS
cONTRIBUTIONs
FEARS

Activity 3

Personality test

The participants will take part in the training in small teams and later to have an enterprise is good to understand and be aware of their personality type. For this please ask them to do the following personality test.

Teamwork Personality Test¹

a) I am realistic about everything I do. b) I enjoy working in teams more than working on my own. c) I like change and variety.	a) I prefer logical thinking. b) I prefer working with new people. c) I prefer ideas to details.
a) I am interested in facts and figures. b) I am interested in people, their personalities and opinions. c) I am interested in creative thinking and the bigger picture.	a) My aim is to turn ideas into useful practice. b) My aim is to know how ideas affect the people involved. c) My aim is to create change.
a) Being straight to the point is the best approach. b) Considering other people and the way they feel is the best approach. c) Being innovative and thinking 'outside the box' is the best approach.	a) We should talk about things in a clear and practical way. b) We should talk about things in a personal and open way. c) We should talk about things in an abstract and conceptual way.
a) I am pragmatic in my approach. b) I am open about my emotions. c) I am adventurous.	a) I enjoy applying my talents to getting things done. b) I enjoy tasks that involve other people the most. c) I enjoy thinking deeply about a task before approaching it.
a) I like practical ideas. b) I am an open person. c) I enjoy designing new things.	a) I like science subjects more than arts subjects. b) I think about other people's emotions when I am interacting with them. c) I am ambitious.
a) I like working with figures and numbers. b) I am a compassionate person. c) I often have innovative and creative ideas that no-one has thought of before.	a) I consider all the evidence before I make a decision. b) I am calm and tolerant when I work with other people. c) I like to think of unusual solutions to problems.
a) My favourite kind of work is factual and functional. b) I am very outspoken about my ideas. c) I am quick to spot new opportunities.	a) I am thorough in my approach. b) Being sociable is important to me. c) I understand the links between ideas.

¹ This Teamwork Personality Test was originally designed and developed by Haya Al-Dajani for the INJAZ Al-Arab Company Program (2015)

Mostly A's: The Practical Doer	These individuals are practical and get on with the work. They get things done. They like ideas that are based on real evidence and past experience, and focus on how such ideas can be useful when put into practice. They are careful and practical planners who are not so keen on finding creative or innovative solutions. They prefer the 'tried and tested' method and are very interested in facts and figures – hard evidence. They communicate in a concise way and are not overly concerned with the emotional or sentimental side of interactions in teams.
Mostly B's: The Sociable Talker	These individuals are extremely sociable and gregarious extroverts, and tend to have a wide social network. They are energetic and enthusiastic when it comes to working with new people and because they find it very easy to speak up in groups, they can dominate group discussions. They are very concerned with creating harmony in a team, and are committed to empathizing with the feelings and emotions of others. This can mean that they focus less on the practical side of implementing ideas, and neglect to consider hard facts and figures.
Mostly C's: The Visionary Thinker	These individuals are addicted to big creative and innovative ideas and solutions to solving challenging problems. They enjoy a conceptual approach looking at the bigger picture and are always coming up with endless new ideas. They are concerned with the abstract, and are very committed to the ideas they believe in. They generally don't follow through on the implementation of their ideas, as they are already generating new ones! Often, they are caught up in ideation without sufficient concern for feasibility, implementation or the practical and management aspects.

Ask the participants to share their results and make them understand that we are different with a positive meaning, how we can use this difference s when working together for our own advantage. Ask the participants to discuss to what extent they agree with their team personality type and why.

Now explain that all personality types are important and necessary to have in the team as they complement each other, and collectively, they will strengthen the success of the responsible entrepreneurship business. Ask participants what they think are the potential strengths that each personality type can contribute to the responsible business. Here are some suggestions to share with the participants:

The Practical Doer	Works efficiently and in a logical, organized, systematic way. Thrives on calculations, accounting and preparing financial reports. Prepares and implements organized systems, plans and processes. Does market research & data analysis, & implements practical solutions. Undertakes methodical and detailed research, design and development. Will meet or exceed sales targets.
The Sociable Talker	Leads and delegates confidently and caringly. Enthusiastic about pitching for investment. Is sociable and outgoing and therefore, great with people and managing them. Great at customer service, networking, social media. Considers the usability and value of the product to customers and communicates the product well. Convincing to customers and great at selling.
The Visionary Thinker	Sees the big picture and visualizes the opportunities and goals. Uses creativity in crowd funding campaigns, seeking alternative ways of financing and investment. Creative and innovative problem solving. Designs creative and unusual advertising and marketing campaigns. Designs creative and innovative product ideas. Thinks of alternative selling outlets, concepts and strategies.



Definition

Activity 4

Reflection- Ask the participants in the group (depending how many mentees you have you can make one or two group, is recommended to have at least 3 participants in one group) to have a reflection what responsible tourism is. They can note down their ideas on flipchart paper. They should try to make at the end their own definition what Responsible tourism can be. Give them 15-20 minutes for this activity.

At the end ask them to present their own definition and the way how they were thinking and made their own final definition.

Now you can share some thought and definitions made by mentors using the same activity above. The approach first started with separating the concept in tourism and responsible the have a better understanding.

Tourism:

- not a regular activity
- travelling for educational (some) reasonsexcept work
- visiting another places (and stay there for night)
- entertainment
- recreation
- host/hosted
- journey

Activities of people travelling to and staying on places outside their usual environment for leisure, business or another purposes like social, cultural etc.

Responsible:

- Impact
- No negative effect to the places you visit
- Reduce negative effect
- Take care of your actions
- Conscious
- Awareness
- Viability
- Sustainable
- Less harm
- Mentality
- Future – long term

Responsible tourism: Activities (social, cultural, environmental) of people travelling consciously to and staying at places outside their usual environment for leisure, business or other purposes with reduced negative effect (social, environmental, economical) to the places and people they visit.

Tourism with future in harmony with nature and people to be committed with the nature.

Tourism with future connected to the nature, in harmony with the local culture, traditions and people.

As second step give them the official definition and explain them the main key elements of responsible Tourism which we should always keep it in our mind.

Definition²

What is Responsible Tourism?

Responsible Tourism was defined in Cape Town in 2002 alongside the World Summit on Sustainable Development. This definition, the Cape Town Declaration is now widely accepted and has been adopted by the World Travel Market in 2007 for World Responsible Tourism Day.

Responsible Tourism is about “making better places for people to live in and better places for people to visit.” Responsible Tourism requires that operators, hoteliers, governments, local people and tourists take responsibility, take action to make tourism more sustainable.

The World Travel Market has adopted the Cape Town Declaration definition of Responsible Tourism for its World Responsible Tourism Day which encourages the industry to take responsibility for making tourism more sustainable and demonstrate their responsibility.

The Cape Town Declaration recognizes that Responsible Tourism takes a variety of forms, it is characterized by travel and tourism which:

- minimizes negative economic, environmental and social impacts;
- generates greater economic benefits for local people and enhances the well-being of host communities, improves working conditions and access to the industry;
- involves local people in decisions that affect their lives and life changes;
- makes positive contributions to the conservation of natural and cultural heritage, to the maintenance of the world’s diversity;
- provides more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues;
- provide access for people with disabilities and the disadvantaged;
- is culturally sensitive, engenders respect between tourists and hosts, and builds local pride and confidence.

Behavior can be more or less responsible and what is responsible in a particular place depends upon the environment and culture.

Other official definition³:

Responsible tourism is any form of tourism that can be consumed in a more responsible way. Responsible tourism is tourism which: minimizes negative social, economic, and environmental impacts. Generates greater economic benefits for the local people and enhances the well-being of host communities.

² Source and more info: <https://responsibletourismpartnership.org/what-is-responsible-tourism/>

³ Source: <https://sustainabletourism.net/sustainable-tourism/definitions/>

Activity 5

Game workshop⁴

Problem-solving activity - You need to be sitting in groups of 3! You may choose your groups.

How can I help a tourist resort become more sustainable?

Learning Objectives:

1. To be able to work in a group to make decisions
2. To be able to apply knowledge of sustainable tourism to a new situation

The local Council in Phuket wants to make some changes...

The island of Phuket in Thailand is a very popular tourist destination.

However there are a number of major issues it faces:

- Rapid and uncontrolled development of tourist facilities
- A damaged environment, both on the island and in the sea around it
- Very large numbers of tourists

You are being brought in as sustainability advisors to help the local council deal with the problems associated with tourism

The roles

Information coordinator – collect information about what is happening. Pass information between the mapper and the sustainability manager. Bring your final decisions to me to be scored.

Mapper – use information provided by the information coordinator to find out where the problem is happening and advise the sustainability manager.

Sustainability manager – uses information from the mapper and the information coordinator to choose from the three options of what to do (you can discuss with the other members of your team!)

Get ready!

You get:

10 points for the best answer

5 points for the next best answer

0 for the worst answer

1. Tourists and boats are damaging the coral near Patong beach. Many of the coral reefs are shrinking and tourists often want to buy coral to take home as a souvenir.
2. The markets in Phuket Town are becoming full of cheap fake versions of traditional Thai crafts.
3. Habitats around the waterfalls in the north east of the island are being destroyed due to the large numbers of visitors.
4. Several large hotel companies have applied to build new hotels near the previously undeveloped Nai Thon Beach.
5. The local electricity company is concerned about providing enough energy for the island.
6. The rubbish dump near Phuket Town is nearly full.
7. The area around Phuket Town and Patong Beach has been heavily deforested to make way for hotels.
8. Many of the hotels and businesses are employing foreigners to work in the better paid jobs.
9. Most investment by the Thai government is in Phuket Town and is focused on services for tourists.
10. Local farmers are finding it hard to sell their products because the hotels import food from the mainland because it is cheaper.

⁴ Source: <https://www.tes.com/teaching-resource/sustainable-tourism-game-11274883>

Add up your scores!

	Decision A	Decision B	Decision C	Choice
1	The hotel should stop providing boats that visit the reef and should impose fines on anyone found with coral.	The hotel should introduce rules about how the reefs are used. All visitors should be given a copy on arrival.	The hotel should introduce less polluting boats and provide briefings for all tourists before visiting the reef about protecting the coral.	
2	Send in officials to check products being sold at the markets.	Set-up a new competing market containing only traditional crafts made by local people near Bang Tao Beach.	Set-up a new market containing only traditional crafts made by local people in Phuket Town.	
3	Create a conservation area with a small entry fee. The money can be used for conservation.	Create a conservation area with a small entry fee around the less damaged waterfalls in the centre of the island.	Impose strict limits of the number of people who can visit the waterfalls. Tourists must apply for an entry permit.	
4	Reject the proposal and suggest the plans are resubmitted for building near the partially developed Bang Tao Beach instead.	Allow the development, but only at one end of the beach so the rest remains as natural as possible.	Ask the companies to re-submit the applications with more environmental building design and materials and with the hotels set-back away from the beach.	
5	Set-up rolling electricity cut-offs for a couple of hours a day across residential areas on the island to reduce usage.	Restrict future building to limit visitor numbers and ensure electricity consumption does not increase further.	Provide small money incentives to anyone on the island who installs solar panels.	
6	Build a recycling plant near the airport and provide a recycling collection service for the island.	Build a recycling plant in Kathu District and provide a recycling collection service for the island.	Find a new site for a rubbish dump and send out rubbish-reduction guidelines to all large hotels.	
7	Implement a tree-planting project in Patong Beach and Phuket Town wherever possible.	Introduce minimum standards for the amount of natural vegetation preserved when hotels are built.	Create a new forest near Mai Kao Beach.	
8	Set-up a new hotel that is run and staffed purely by local people.	Create a law that means 90% of employees in hotels and businesses in the tourist industry must be local people.	Provide low-cost skills training for local people.	
9	Provide low-cost courses to enable the local people to learn the hobbies the tourists enjoy.	Persuade the large hotel chains to start a development fund that can be used to fund development in areas away from the hotels.	Start charging an accommodation tax for tourists that can be used to fund development projects for local people.	
10	Encourage hotels to purchase food locally wherever possible by awarding a 'local responsibility' award to those that achieve this.	Raise taxes on food imported from the mainland.	Help organise the local farmers into cooperatives so they can sell their food together in bulk to local hotels.	

10 points 5 points 0 points

	Decision A	Decision B	Decision C
1 Tourists and boats are damaging the coral near Patong beach. Many of the coral reefs are shrinking and tourists often want to buy coral to take home as a souvenir.	The hotel should stop providing boats that visit the reef and should impose fines on anyone found with coral.	The hotel should introduce rules about how the reefs are used. All visitors should be given a copy on arrival.	The hotel should introduce less polluting boats and provide briefings for all tourists before visiting the reef about protecting the coral.
2 The markets in Phuket Town are becoming full of cheap fake versions of traditional Thai crafts.	Send in officials to check products being sold at the markets.	Set-up a new competing market containing only traditional crafts made by local people near Bang Tao Beach.	Set-up a new market containing only traditional crafts made by local people in Phuket Town.
3 Habitats around the waterfalls in the north east of the island are being destroyed due to the large numbers of visitors.	Create a conservation area with a small entry fee. The money can be used for conservation.	Create a conservation area with a small entry fee around the less damaged waterfalls in the centre of the island.	Impose strict limits of the number of people who can visit the waterfalls. Tourists must apply for an entry permit.
4 Several large hotel companies have applied to build new hotels near the previously undeveloped Nai Thon Beach.	Reject the proposal and suggest the plans are resubmitted for building near the partially developed Bang Tao Beach instead.	Allow the development, but only at one end of the beach so the rest remains as natural as possible.	Ask the companies to re-submit the applications with more environmental building design and materials and with the hotels set-back away from the beach.
5 The local electricity company is concerned about providing enough energy for the island.	Set-up rolling electricity cut-offs for a couple of hours a day across residential areas on the island to reduce usage.	Restrict future building to limit visitor numbers and ensure electricity consumption does not increase further.	Provide small money incentives to anyone on the island who installs solar panels.
6 The rubbish dump near Phuket Town is nearly full.	Build a recycling plant near the airport and provide a recycling collection service for the island.	Build a recycling plant in Kathu District and provide a recycling collection service for the island.	Find a new site for a rubbish dump and send out rubbish-reduction guidelines to all large hotels.
7 The area around Phuket Town and Patong Beach has been heavily deforested to make way for hotels.	Implement a tree-planting project in Patong Beach and Phuket Town wherever possible.	Introduce minimum standards for the amount of natural vegetation preserved when hotels are built.	Create a new forest near Mai Kao Beach.
8 Many of the hotels and businesses are employing foreigners to work in the better paid jobs.	Set-up a new hotel that is run and staffed purely by local people.	Create a law that means 90% of employees in hotels and businesses in the tourist industry must be local people.	Provide low-cost skills training for local people.
9 Most investment by the Thai government is in Phuket Town and is focused on services for tourists.	Provide low-cost courses to enable the local people to learn the hobbies the tourists enjoy.	Persuade the large hotel chains to start a development fund that can be used to fund development in areas away from the hotels.	Start charging an accommodation tax for tourists that can be used to fund development projects for local people.
10 Local farmers are finding it hard to sell their products because the hotels import food from the mainland because it is cheaper.	Encourage hotels to purchase food locally wherever possible by awarding a 'local responsibility' award to those that achieve this.	Raise taxes on food imported from the mainland.	



Activity 6

Homework – ask your participants to make a small research of examples in Responsible Tourism sector in their country. (Later this will help them to understand better also the market they will have to deal with.)

Activity 7

Evaluation – you will ask the participants to express themselves in one word how they feel after their first session. They can explain later on why they choose the specific word. Is important to sum up all the activities were done and to motivate them by giving constructive feedback. Please record the participants' answers here so you can use this data to monitor and evaluate the participants' progress.

Mentor's Evaluation	
Date	
Venue	
What were the positive outcomes from this session?	
What areas require further work?	
Any further comments?	
Mentor Signature and Date	



Session II

Activity 1

The participants will present their research on the good practices in Responsible tourism in their country and see if they all find the same examples.

Activity 2

Creativity and team building activity using role play method
Divide the group in subgroups (2/3 depending on the number of your participant, minim number of group 2 max 4) and give them the following task:
Create your own holiday virtual tour. Set up the destinations (route), ways of transport, stops, type of accommodation, gastronomy which you would like to discover, time for the travel, budget/day, and your company (meaning your group) if you want to travel all way long together or sometimes they separate according to their interests etc.
They should draw down their route and add notes with the details of their trip.
At the end they have to present in a small 1-2 minute role play their responsible touristic holiday.
Summarizing the activity you can enlist the characteristics of sustainable holidays and the profile of responsible tourist as follows:

- Respect for the touristic destination
- Include the local culture and products
- Added emotional value
- Learning through experience
- Not to feel as a tourist
- Leave the place as you find it or make it better
- Adaptive
- Economically stable
- Experienced traveler
- Consumes locally
- Going out of the main stream

A responsible tourist should be emphatic and usually creates his/her own touristic tour.

Activity 3

Brainstorm followed by open discussion - to lead the mentee to get clear understanding on what are the benefits and of Responsible Tourism.

After the brainstorm you can share and discuss the following benefits of responsible Tourism.

- Lower/negative impact/foot print
- Future/sustainable
- Economic benefit is shared
- Preserve nature/culture/traditions
- Benefit the nature volunteers (cleaning/participating)
- More money stay in the area/local people

- Education/good examples for your daily life
- Keep the behavior, culture of people, character
- Influence the people related in the area

It saves you money

Being more efficient in the use of energy generates immediate cost savings.

It adds value to your product

Consumers feel good that they are supporting something that is positively contributing to the protection of the environment and is supporting local people economically and socially. Following Responsible Tourism principles will enhance your reputation and help you stand out from the competition.

- Create competitive advantages
- Increase value and demand
- Increase customer loyalty and satisfaction

It meets consumer demand

- 93% of Conde Nast Travellers surveyed readers said that travel companies should be responsible for protecting the environment
- 58% of the same survey responders said their hotel choice is influenced by the support the hotel gives to the local community
- 50% of TripAdvisor travellers are willing to spend more money to stay at an eco-friendly accommodation

It provides positive results

- Implementing good employment conditions leads to a happier workforce and increased productivity.
- Looking after natural areas in tourism destinations leads to increased repeat visitation and safeguards connected businesses in the long term.

A healthy environment generates healthy tourism

Both locals and visitors enjoy seeing and experiencing the beauty of a clean and healthy natural environment. If we look after the environment not only for our own enjoyment and health we are also developing a country in Vietnam that is attractive for tourists and will see them coming back over time.

It provides opportunities for disadvantage groups

Responsible Tourism brings significant new job opportunities for woman, youth and ethnic minorities. Specifically in hospitality related occupations, where positions such as front desk, in restaurants or in housekeeping are mainly represented by women or younger people.

It promotes pro-poor

Responsible Tourism enables the local communities to actively take part in and benefit from tourism as well as have a say in the development of tourism thereby directly helping to alleviate poverty at the local level.

Increases authentic experiences

Responsible Tourism provides travelers with “real” or “authentic” cultural and nature-based experiences that meets tourists’ search for authenticity instead of contrived, manufactured experiences such as unabridged cultural performances instead of commercialized performances, or viewing wildlife in their natural habitat instead of captive environments.

Activity 4

Evaluation – Ask your participants the following questions:

What they learnt from this session?

What worked well in this session?

What did not work well in this session and their suggestions for overcoming this in future sessions?

Please record the participants’ answers here so you can use this data to monitor and evaluate the participants’ progress.

Mentor’s Evaluation	
Date	
Venue	
What were the positive outcomes from this session?	
What areas require further work?	
Any further comments?	
Mentor Signature and Date	



Session III

Good practices (our workshops)

In the good practices part you'll find examples of responsible tourism that were done and experienced by the mentors during their mobility within the frame of GO RESPONSIBLE project hosted in Greece. The activities are inspirational examples in the means of: you can do some workshops together with your mentees or to give business ideas for your participants.

The examples of the practical workshops you may find in the Annex. The aim of this section is to be developed, extended and filled with similar activities, good examples.

<https://drive.google.com/drive/u/0/folders/14CylNQLRvbwcNampzqVLNanq9RuYqG>

Activity 1

Present some of the good practices from the Annex, discuss, analyze and ask for feedback if they got any inspiration.

Extra activity - The task of mentor - to connect with one business as an example, later to analyze and to define the responsible aspects of it.

Tips and tricks

Activity 2

Tips and tricks – Brainstorm – ask the participants to note down some main aspects of responsible tourism. Is important that they will be aware and they think about it. Later share the below recommendation to fill out their ideas.

10 recommendation of Responsible tourism principles:⁵

1. Preserve and restore historic buildings, neighborhoods, and landscapes. A city without a past is like a person without a memory. Preservation of historic buildings is important because they are the physical manifestations of the past. They tell people who they are and where they came from. Saving the historic buildings and landscapes of a city is about saving the heart and soul of the community. It is also about economic competitiveness. Travel writer Arthur Frommer put it this way: "Among cities with no particular recreational appeal, those that have preserved their past continue to enjoy tourism. Those that haven't receive almost no tourism at all. Tourism simply won't go to a city or town that has lost its soul."

2. Focus on the authentic. Communities should make every effort to preserve the authentic aspects of local heritage and culture, including food, art, music, handicrafts, architecture, landscape, and traditions. Sustainable tourism emphasizes the real over the artificial. It recognizes that the true story of a place is worth telling, even if it is painful or disturbing.

⁵ Source: <https://urbanland.uli.org/industry-sectors/ten-principles-responsible-tourism/>

3. Ensure that tourism support facilities are compatible with their surroundings.

Design is critically important for communities trying to compete in the tourism marketplace. Tourism is the sum of the travel experience. It is not just what happens at a museum or a festival; it also involves the places that tourists eat and sleep, the roads they drive down, the main streets they shop on, and so forth.

Every new development should have a harmonious relationship with its setting. Tourism support facilities should reflect the broader environmental context of the community and should respect the specific size, character, and function of their site within the surrounding landscape. A community's food and lodging facilities are part of the total tourism package. Hotels and restaurants should reflect a city and not each other.

4. Interpret the resource. Education and interpretation are another key to sustainable tourism. Visitors want information about what they are seeing, and interpretation can be a powerful storytelling tool that can make an exhibit, an attraction, even an entire community come alive. It can also result in better-managed resources by explaining why they are important. Interpretation instills respect and fosters stewardship. Education about natural and cultural resources can instill community pride and strengthen sense of place.

5. Protect community gateways. First impressions matter. Just as when meeting a person for the first time, a good first impression is important and a bad first impression is hard to change. Some communities pay attention to their gateways. Other do not. Many communities have gotten used to ugliness, accepting it as an inevitable side effect of progress. More enlightened communities recognize that community appearance is important. It affects a community's image and its economic wellbeing.

6. Control outdoor signs. Protecting scenic views and vistas, planting street trees, and landscaping parking lots all make economic sense, but controlling outdoor signs is probably the most important step a tourism-oriented community can take to make an immediate, visible improvement in its physical environment. Almost nothing will destroy the distinctive character of a community faster than uncontrolled signs and billboards. Sign clutter is ugly, ineffective, and expensive. When the streetscape becomes overloaded with signs, the cumulative effect is negative: the viewer actually sees less, not more.

7. Enhance the journey as well as the destination. As noted, tourism is not just what happens at the destination; it involves everything that people see and do from the time they leave home until the trip is over. Getting there can be half the fun, but frequently it is not. Tourists want to see places that are different, unusual, or unique. This is why it is in the interest of state and local officials to encourage development of heritage corridors, bike paths, rail trails, greenways, and scenic byways.

8. Get tourists out of their cars. If you design a community or development around cars, you will get more cars. But if you design a community or development around people, you will get more pedestrians. Walkability is very good for business, especially tourism-oriented businesses. In fact, it is hard for people to spend money when they are in a car, so getting tourists out of their cars is a key to sustainable tourism and increased business. The best way to get people out of their cars is to create places where people can safely walk and bike in attractive settings.

9. Link sites. Though very few rural communities or small towns can attract out-of-state or international visitors on their own, linked with other communities, they can become a coherent and powerful attraction.

10. Recognize that tourism has limits and must be managed. Savvy communities always ask how many tourists are too many. Tourism development that exceeds the carrying capacity of an ecosystem or that fails to respect a community's sense of place will result in resentment by local residents and the eventual destruction of the very attributes that attracted tourists in the first place. Too many cars, tour buses, condominiums, or people can overwhelm a community and harm fragile resources.

III Business

From idea to implementation. What does it take to have a business?

Passion - if you can't sleep at night, because you're thinking of your business' success, go for it!

Idea - what? how? when? to whom?

Differentiation – Value proposition, social business, social responsible business, Customer Experience

Organization & Calculation - SMART objectives, SWOT analysis, Business Plan

Session IV Passion

Passion - if you can't sleep at night, because you're thinking of your business' success, go for it!

Activity 1

Self-reflection in 2 phases

Reflect on your passion/passions– 1st self-reflection – note down some of your ideas/hobbies/fields of interest

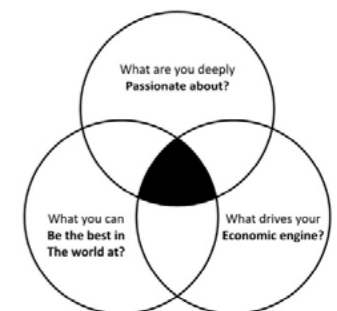
Following the first reflection the idea of Hedgehog concept will be presented to help the participants to understand the idea and importance of passion.

The Hedgehog Concept is developed in the book **Good to Great**. A simple, crystalline concept that flows from deep understanding about the intersection of three circles:

- 1) what you are deeply passionate about
- 2) what you can be the best in the world at, and
- 3) what best drives your economic or resource engine.

Transformations from good to great come about by a series of good decisions made consistently with a Hedgehog Concept, supremely well executed, accumulating one upon another, over a long period of time. (Source: <https://www.jimcollins.com/concepts/the-hedgehog-concept.html>)

Three circles of Hedgehog concept



After presenting the concept the following video should be watched by the participants: https://www.jimcollins.com/media_topics/media.html#5youngleaders

As useful video can be suggested the whole video of Jim Collins: https://www.jimcollins.com/media_topics/media.html#fyoungleaders

Knowing about the above mentioned concept the participants will have the second self-reflection reconsidering their passions according to what they really feel passionate about and the think about the three circles.

Mind mapping

Activity 2

Now as the participants have clarified their passion is time to think bigger and make the first planning with the element they are planning to include in their business. This mind mapping will still be as a brainstorm but more organized, visualized and more detailed.

How to Mind Map

All mind maps begin with a main concept or idea that the rest of the map revolves around, so choosing the idea or topic is the first step. Ask your mentee to create an image or write down a word that represents their first main idea about the passionate idea they have.

From that main idea, they should create branches (as many as needed), that each represent a single word or sign/drawing that relates to the main topic. It's helpful to use different colors and images to differentiate the branches and sub-topics which are connected with main idea.

Then, ask them to create sub-branches that stem from the main branches to further expand on their ideas and concepts. These sub-branches should also contain words that elaborate on the topic of the branch it stems from. This helps develop and elaborate on the overall theme of the mind map. Including images and sketches can also be helpful in brainstorming and creating the sub-branch topics. (Participants should include in the map – identify the needs of: community, the participant needs, target group needs etc.)



Ideas on how to identify and strategize key moments in the RT business, experience, or service while they are designing.

Make them to think through key moments for their customer/target group as they experience their solution. They should consider how their customer will first become aware of their solution (responsible tourism business), how they make a decision to try it, what their first interaction and engagement is like, how they might become a repeat user, and how the solution might ultimately impact their life. As a customer begins to benefit from their idea, how could they tell other people about it.

For example, below is shown an example of one simple mindmap about running tourism landscape, where are elaborated the elements of that business. In order to organize and run such kind of business it was necessary to distinct the main elements of that business. It started with brainstorming of what could or should be the part of landscape tourism or what can make it sustainable. So, as the part of landscape tourism are natural resources, cultural resources, food and agriculture. Also, it is necessary to ensure reliable transportation and accommodation and ensure that customers can also spend time on shopping and entertainment. Each of those elements can be elaborated more in depth.

STEPS

1. Start with a seed idea of what your solution could be—maybe one that you sketched on a Post-it during the Brainstorm with passion or an idea that emerged from an early, rough prototype you're looking to explore further.
2. Start by writing a simple 1-2 word headline/drawing of the most core moment(s) of engagement for your user on a Post-it. This doesn't need to be a detailed representation—the way you might build out a Storyboard—but rather a snapshot. An example might be: First exposure to the product/service
3. Now, write down the name of any other key moments on separate Post-its. The number of key touch points you identify may vary from concept to concept, but try to focus on no more than 3-5. Consider what might be most critical to the person you're designing for.
4. Place the Post-its in an order you think your user would likely experience them, and evolve your Map by adding, removing, reordering, and revising the key moments.
5. You can use this Map as a starting point to inform a more descriptive Storyboard/ plan in order to help to focus.

This activity will enable them to think creatively. They can use the map during all the remained process to plan while creating their responsible tourism business.

Suggestion: you can use their mind map as an evaluation tool as well to see if their process and progress is going according to their ideas, to keep the track and it will help to be aware if they understood the concept of RT.

Source: <https://www.xmind.net/>

Differentiation

Activity 3

Ways to Differentiate

This section is focusing on the uniqueness of the service/company that the participants have in mind to create. Explain with the below examples how they can think about various ways of differentiation. As a practical part of the differentiation section the focus will be on the **What is a value proposition?**

There are many different ways to differentiate a brand, but most options fall into one of the following five broad categories:



Features: Customers are generally willing to pay more for a product that not only solves their problem, but does so faster, more simply, or more economically than any other product. The trick to differentiating based on a feature is to do a solid cost/benefit analysis to ensure that adding the feature will be worth the investment.

Proprietary Technology: If your product includes a “secret sauce” that cannot—for technological or legal reasons—be duplicated, differentiating based on that aspect of your product can give you a strong competitive advantage. The proprietary element might be a customer-facing component or part of the development process. Either way, it gives your product an edge by being inimitable.

Performance: If your product can perform a task faster or in fewer steps or with greater accuracy, that might be how you set it apart from the rest of the pack. The trick to making this approach work is to be sure you can deliver on that promise. Customers won’t take it lightly if you break your promise.

Design: In the case of software products, design refers to UX (User Experience). What is it like for users to engage with your product? What does the interface look and feel like? How intuitive are the workflows? Superior design that finds new and better ways to facilitate tasks can go a long way toward not only helping your product stand out, but also creating strong brand loyalty.

Customer Service: Finally, if your product doesn’t lend itself to any of the above categories, you might consider creating a stellar customer service as your USP (Unique Selling Proposition). Sometimes, it’s less about the product than about the whole experience surrounding the product/service. Fast response, in-depth support, a vibrant community—these are all intangible aspects of your overall product experience that can make a big difference in how customers perceive and value your company.

What is a value proposition?

A value proposition is a clear statement that offers three things:

Relevancy. Explain how your product solves customers’ problems or improves their situation, or solve some problem in society. Sometimes, the customers also care about how your products or business affect the others, environment, people in product chain or in society in general.

Quantified value. Deliver specific benefits to person or to the society.

Differentiation. Tell the ideal customer why they should buy from you and not from the competition. In a case your business is social, please note that your business is not profit oriented but to solving social problems or also helping the others.

Your value proposition has to be the first thing Clients should understand when reading or listening about your business.

Task: participants should write their own value proposition filling out the below template.

What the value proposition consists of?

The value proposition is usually a block of text (a headline, sub-headline, and one paragraph of text) with a visual (photo, hero image, graphics).

There is no one right way to go about it.

Your value proposition	
Headline. What is the end-benefit you’re offering in one short sentence? It can mention the product and/or customer.	
Sub-headline or a 2–3 sentence paragraph. A specific explanation of what you do/offer, for whom, and why it’s useful.	
3 bullet points. List the key benefits or features.	
Visual. Images communicate much faster than words. Show the product image, the hero shot, or an image reinforcing your main message.	

Evaluate your current value proposition by checking whether it answers the questions below:

- What product or service is your company selling?
- What is the end-benefit of using it?
- Who else can benefit from your product? Only client, you or also others (in a case of social business)?
- Who is your target customer for this product or service?
- What makes your offering unique and different?
- How does it affect environment, other people, local or wider society?

Use the headline/paragraph/bullets/visual formula to structure the answers.

Business	Social Business

Organization & Calculation - SMART goals

Activity 4

Presentation of SMART goals.

Following the presentation participants will have the task to fill out the the SMART objective template. This can be done individually or by couples. In case of teamwork they should write for both of the projects the Smart goals so each individual at the end has its own Goals written.

What Does **S.M.A.R.T** Stand For?

S.M.A.R.T. stands for specific, measurable, achievable, relevant, and time-bound.

Here's what you need to know about each letter in the acronym:

S = Specific

The S stands for specific. It helps to remind you to write down what you want to do, using action words. For example, instead of saying, "I want more clients," you might say, I'm going to sign up four new clients. Being specific and using action verbs focuses you on what exactly you need to do.

M = Measurable

The M in a SMART goal helps you clarify and quantify your efforts. In the example above, you could have said that you want to sign up new clients. By adding the number four, you now have a measurement you can use to focus your effort and track your progress toward your goal.

A = Achievable

The A stands for achievable, which some refer to as attainable. In either case, the A reminds you to check to make sure the goal is within reach. Research shows that people are motivated by goals that stretch them as long as they're not unrealistic. Let's assume, for example, four new clients is an achievable goal.

R = Relevant

The R stands for relevant and may spur you to challenge your thinking. If your overall business plan calls for increasing profitability, perhaps new customers aren't what you need. You may need to focus on retention of existing customers, price increases, or expense reductions instead. Make sure the goal you set makes sense for you.

T = Time-bound

The T references the time aspect of your goal. Some refer to it as timely. What it reminds you to do is set an end date or time frame for achieving your goal. Four new customers are fine, but if you don't set a time frame, will you be satisfied with four customers a year when you meant to sign up four customers a month?

When considering how to write SMART goals, it's a good idea to write down each of these criteria then write a sentence or two about how your goal fits each one. If you can write a goal that fits each of these criteria, you'll have a SMART goal that is sure to be much more beneficial than a standard goal.

⁶Example: Brian Cairns, CEO, ProStrategix Consulting

Specific: Win six projects per month

Measurable: The number of projects is obvious, but we know to get to six, we need to have 12 proposals, 24 pitches, and 48 warm prospects

Attainable: Last year we averaged 5.2 projects per month, and we have been growing at 20%, so a growth rate of 15% felt very attainable

Relevant: The number and size of the projects we win each month ties directly to our top and bottom line

Time-bound: We measure our performance monthly—incredibly important for staffing and contingency planning

SMART Goal Setting Template

What's the initial goal you have in mind?

Expand on this goal using the SMART attributes.

S	What do I want to achieve? Be precise.
Specific	
M	How will I know when I've reached my goal? What are the metrics and milestones I need to hit along the way?
Measurable	
A	What do I want to achieve? Be precise.
Achievable	
R	Why is this goal worthwhile? Does it support the wider team and my other responsibilities?
Relevant	
T	When do I want to achieve this goal? Write down a target date.
Timely	

Now rewrite your initial goal as a concise, defined SMART goal.

What are the action steps you need to take to achieve this goal? Order these by priority or by their due date.

- Action:
- Action:
- Action:

Am I on track to achieve this goal? What obstacles have come up and what support do you need?

- Obstacle:
- Support:
- Obstacle:
- Support:
- Obstacle:
- Support:

Milestones achieved. Note down every time you hit one of your measurable milestones along the way.

- Milestone 1:
- Milestone 2:
- Milestone 3:

Target date. Have you achieved your goal?



SWOT analysis

Activity 5

Presentation of SWOT analysis, followed by exercise – filling out the template. Please find below an example which is recommended to be shared with participants for better understanding. A SWOT analysis is an incredibly simple, yet powerful tool to help you develop your business strategy, whether you're building a startup or guiding an existing company.

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats.

Strengths and weaknesses are internal to your company—things that you have some control over and can change. Examples include who is on your team, your patents and intellectual property, and your location.

Opportunities and threats are external—things that are going on outside your company, in the larger market. You can take advantage of opportunities and protect against threats, but you can't change them. Examples include competitors, prices of raw materials, and customer shopping trends.

A SWOT analysis organizes your top strengths, weaknesses, opportunities, and threats into an organized list and is usually presented in a simple two-by-two grid.

Start with a problem or question to be solved. For example, if you're a business launching a new product line, you'll want to know what barriers to entry, if any, you may have and what unique characteristics your business can bring to the marketplace.

S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	T THREATS
<ul style="list-style-type: none"> • Things your company does well • Qualities that separate you from your competitors • Internal resources such as skilled, knowledgeable staff • Tangible assets such as intellectual property, capital, proprietary technologies etc. 	<ul style="list-style-type: none"> • Things your company lacks • Things your competitors do better than you • Resource limitations • Unclear unique selling proposition 	<ul style="list-style-type: none"> • Underserved markets for specific products • Few competitors in your area • Emerging need for your products or services • Press/media coverage of your company 	<ul style="list-style-type: none"> • Emerging competitors • Changing regulatory environment • Negative press/media coverage • Changing customer attitudes toward your company

WordStream

Start with Strengths. Strengths can be almost anything that your business can use to its advantage when planning its strategy. You may have strong social media accounts; a large audience on Facebook, and a strong relationship with the press that can help you get media coverage. Other strengths could be your large budget, your product’s USP (Unique Selling Proposition) and a level of customer loyalty that will help boost sales.

List Your Opportunities. Listing your opportunities will take some research of your competition and seeing what advantages you have over their similar products. Perhaps your competition doesn’t have an edge in the market because they rely primarily on radio and television advertising, and your product is geared toward Millennials. This could give you a sizable amount of prospective customer. Maybe your product is a cookie that uses only gluten-free, locally sourced ingredients, unlike your competitors, who only offer gluten-free cookies. Look at what the competition lacks and try to see what opportunities they are missing out on. Once you’ve completed your SWAT Analysis, you’ll be able to create a marketing plan to guide your business to success.

Assess Your Weaknesses. Every business in the marketplace has challenges, especially when just starting out. Sometimes your weaknesses will be that you’re a one man or one-woman operation, operating on a shoestring budget. Maybe you are unable to produce your product on a massive scale and will require special niche marketing to reach your customers. Maybe your social media accounts, such as Twitter, Facebook or Google Plus need more followers and interactions for them to truly give you a return on investment. Be honest when assessing weaknesses; a savvy business owner knows that one man’s weakness is another man’s opportunity. Think about how you can turn your weaknesses into an advantage. Maybe you can find a stronger customer base by going hyper-local with your marketing efforts and attending events? Perhaps there’s room on your staff for an intern to help with your social media accounts. By accurately assessing your weaknesses, you’ll know what you need to improve e, and often you can begin taking steps to change this right away.

Example: Mary’s Story

Here’s an example of SWOT talking points for Mary. Mary owns a local floral business that can handle orders of up to 120 flower arrangements in one order. She specializes in weddings and events. Mary’s products are unique and full of color. She hand-designs each flower arrangement herself. Recently, Mary met another vendor at a wedding of her regular clients. The vendor, whose name is Dave, also does custom-made orders for big events, but he specializes in personalized chocolates that are given away as party favors. He offers Mary a cut of 25% of the order if she partners with him and offers his catalog at her service counter. Mary will take the order details and collect the payments, and pocket her own commission directly.

Mary’s not sure if this will work for her, so she decides to create a SWOT Analysis to help her with her decision. She wants to know if she can be successful adding this product line to her offerings, so she gets to work at her analysis. She creates a list of talking points that she will later add to her SWOT template.

Here’s what she comes up with:

Strengths:

- Many repeat customers who come to us for business
- Many online referrals from review websites
- We already offer unique, custom products
- Event planners prefer to get packaged deals for discounts

Weaknesses:

- Only 3 employees to handle increased business volume
- Extra paperwork and record-keeping
- Customers may be confused about the products
- Have to check with Dave about volume of chocolate orders for large-scale events

Opportunities:

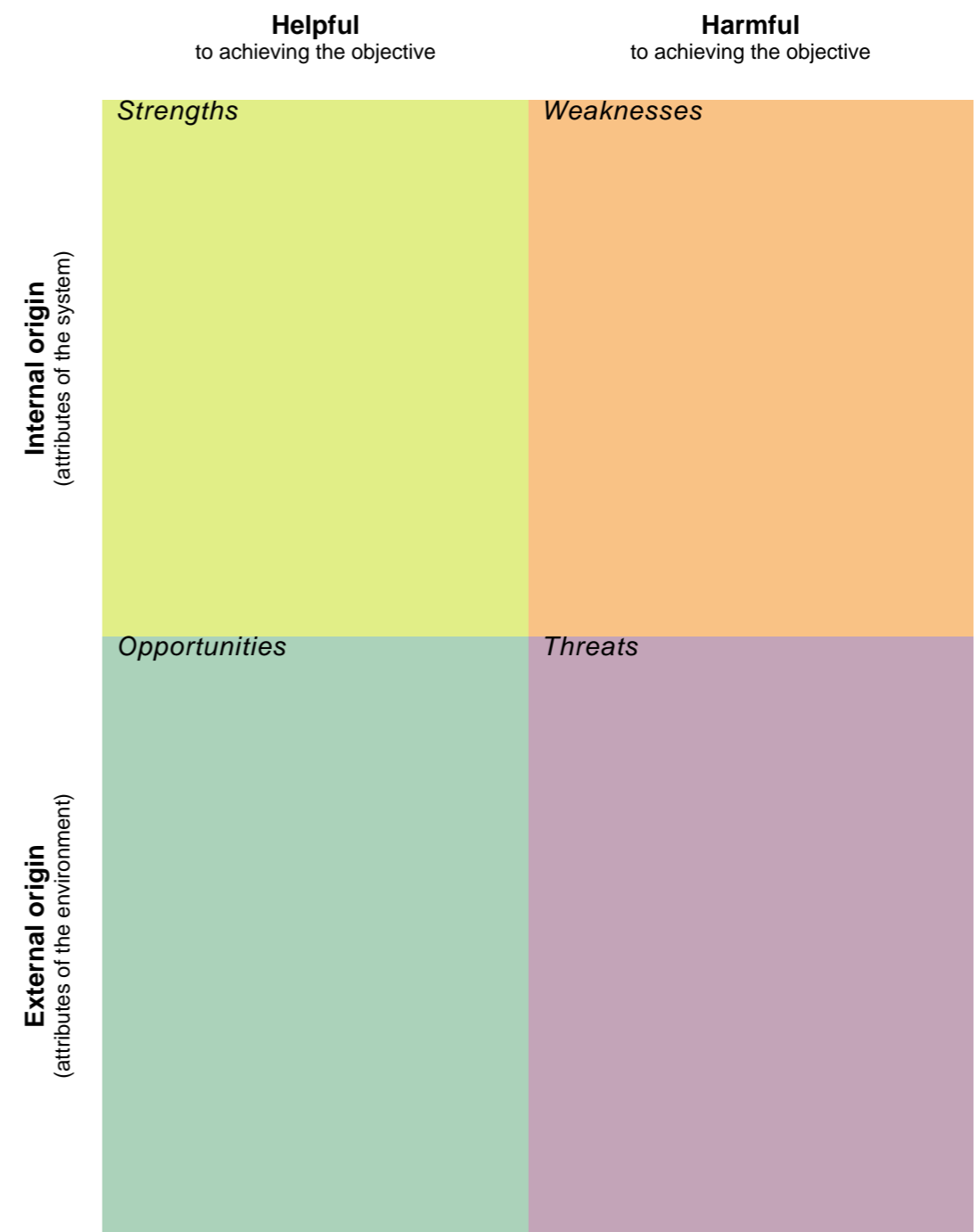
- No other florist offers custom chocolates
- Great as an add-on order for busy customers
- Online order capacity
- Free cobranding of catalog and sales materials

Threats:

- Chocolate shortages from global weather events could cause trouble with supply
- Pricing is not stable
- People may go to grocery stores floral departments for cheaper bulk orders of chocolate and flowers
- There’s a chocolatier opening down the street next month
- From this SWOT Analysis, Mary can see that although the future of chocolate is not certain, there is a lot of potential, especially since Mary has a loyal set of clients that regularly refer other people to her. Because of this customer loyalty, she has a good chance of customers choosing to add-on the chocolates as an afterthought. With the cobranded advertisement, Mary thinks that she should be able to market and increase her profits fairly easily. She decides it’s a good idea to pursue this new opportunity.

SWOT analysis – practical exercise – ask your participants to make their own SWOT analysis (find below the template)

SWOT Matrix Analysis Template



⁷ For more examples - <https://articles.bplans.com/swot-analysis-examples/?ga=2.120098952.1275903903.1568282431-1995647162.1568282431>

Session V

Business Plan

There are many and various business plans that one can develop. There are no right neither wrong business plan template. However, there are still some rules that must be taken in consideration when someone is planning its own business.

For the beginning, the mentees could watch this introduction video about writing its' own business plan.

<https://www.youtube.com/watch?v=Fqch5OrUPvA>

Guiding mentees in the process of building business plan is not easy process and there are no general template neither a plan how to do it. Each business idea requires different approach. So, guiding the mentees in the process of building business plan is mostly individual work of the mentor and mentees, but sometimes it also requires involvement other people (experts or professionals in the field) which depends of the nature and complexity of business idea.

As we mention previously, there is no ideal template for business plan, but we can still suggest some fundamental framework which can help in understanding the fundamentals of business plan. This section contains the structure of how to build up a business plan. Since till now the participants should have ready the SMART goals, SWOT analysis, Differentiation ideas actually the business plan would be a completion of these ideas.

There are 8 sections as follows:

- Executive Summary**
- Business/Industry Overview**
- Market Analysis and Competition**
- Sales and Marketing Plan**
- Ownership and Management Plan**
- Operating Plan**
- Financial Plan**
- Appendices and Exhibits**

Each section should be taken at a time, explained and then the task for the participant to fill their own template.

Preparations for the Mentor before starting the participants to write their business plan:
(This is a very complex challenge, also take in consideration that in many cases there is an expert who is creating the business plan)

Read this session and draft a plan so you know how to lead it.

Some of the content in this session will be complex so you may wish to invite a guest speaker to give a presentation on finance documentation and calculations.

Check and spread the annexes and the examples of the business plan for and easier understanding. After each section evaluation is recommended in order to understand the difficulties they are facing with and what has to be improved or what other support they need.

Recommended questions for the evaluation:

- Your feeling in one word.
- Were the instructions clear?
- Is your business idea getting more shape?
- Do you feel that there is more support needed?
- Do you feel motivated to continue to the next section?
- Any other comments.

Each of the activities should be lead individually, one by one. The mentor and the mentee should work together on each part of the business plan.

Simple Business Plan Template

Enter your business information including the legal name, address, etc. If you already have a business logo you can add it at the top or bottom of the title page.

Business Plan for "Business Name"

- "Date"
- "Business address"
- "Phone"
- "Email"
- "Website"

If addressing to a company or individual include:

- Presented to: "Name"
- "Company or Financial Institution"

Section 1: Executive Summary

The executive summary goes near the beginning of the plan but is written last. It provides a short, concise, and optimistic overview of your business that captures the reader's attention and creates a need to learn more. The executive summary should be **no more than two pages long**, with brief summaries of other sections of the plan.

- Describe your mission - what is the need for your new business?
- Introduce your company and the management and ownership.
- Describe your main product and or service offerings.
- Briefly describe the customer base you will be targeting and how your business will serve those customers.
- Who is (or might be) your competition on the market and how can you compete eith them or to share the market (i.e., what is your competitive advantage?)
- What is your proposition of financial needs and projections for the first few years of work?
- Do you already have some financial sources that could be invested in your business and / or how much financial and other resources you need for your startup? (if applicable).

An overview of the industry and how your business will compete in the sector.

Section 2: Business/Industry Overview

- Describe the overall nature of the company, including sales and other statistics. Include trends and demographics, and economic, cultural, and governmental influences.
- Describe your business and how it fits into the market.
- Describe the existing competition.
- Describe what area(s) of the market you will target and what unique, improved or lower cost services you will offer.

Section 3: Market Analysis and the Competition

Use market research to find customers

Market research blends consumer behavior and economic trends to confirm and improve your business idea.

It's crucial to understand your consumer base from the outset. Market research lets you reduce risks even while your business is still just a gleam in your eye.

Gather demographic information to better understand opportunities and limitations for gaining customers. This could include population data on age, wealth, family, interests, or anything else that's relevant for your business.

Then answer these questions to get a good sense of your market.

- Demand: Is there a desire for your product or service?
- Market size: How many people would be interested in your offering?
- Economic indicators: What is the income range and employment rate?
- Location: Where do your customers live and where can your business reach?
- Market saturation: How many similar options are already available to consumers?
- Can your business be also social? If yes, how it should benefit to the society?
- Pricing: What do potential customers pay for these alternatives?

You'll also want to keep up with the latest small business trends. It's important to gain a sense of the specific market share that will impact your profits.

You can do market research using existing sources, or you can do the research yourself and go direct to consumers.

Existing sources can save you a lot of time and energy, but the information might not be as specific to your audience as you'd like. Use it to answer questions that are both general and quantifiable, like industry trends, demographics, and household incomes.

Asking consumers can give you a nuanced understanding of your specific target audience. But, direct research can be time consuming and expensive. Use it to answer questions about your specific business or customers, like reactions to your logo, improvements you could make to buying experience, and where customers might go instead of your business. Check is it important for you customers that buying your product or service also helps to the society (in a case of social business). Here are a few methods you can use to do direct research: Surveys, Questionnaires, Focus groups, In-depth interviews

In this section, you need to demonstrate that you have thoroughly analyzed the target market and that there is enough demand for your product or service to make your business viable. The competitive analysis includes an assessment of your competition and how your business will compete in the sector. The Target Market description and Competitive Analysis portions can be two separate sections in the plan or combined as shown:

- Define the target market(s) for your product or service in your geographic locale.
- Describe the need for your products or services.
- Estimate the overall size of the market and the units of your product or service the target market might buy, potential repeat purchase volume, and how the market might be affected by economic or demographic changes.
- Estimate the volume and value of your sales in comparison with any existing competitors. It helps to summarize the results in table form as in the following example which demonstrates that there is a gap in the high-quality sector of the market that your business intends to target.
- Describe any helpful barriers to entry that may protect your business from competition, such as access to capital, technology, regulations, employee skill sets, location, etc.

Business	Competitor A	Competitor B	Your Business
Est. Annual Revenue	\$1,000,000	\$600,000	\$500,000
Employees	20	10	5
Price	Average	High	High
Quality	Low	Average	High

Session VI

Section 4: Sales and Marketing Plan

A description of how you intend to entice customers to buy your product(s) or service(s), including advertising/promotion, pricing strategy, sales and distribution, and post-sales support if applicable.

Product or Service Offerings

Describe your product or service, how it benefits the customer, and what sets it apart from competitor offerings (i.e., what is your Unique Selling Proposition?) - *The Unique Selling Proposition (USP for short) is what sets your products and/or services apart from your competitors.*

Expressed as a single sentence that summarizes the essence of your business, the USP serves as the theme of all your marketing efforts.

The question the USP answers for your customer base is, "This is why you should buy from me, instead of my competition."

You Must Convey Your Message to the Public

A Unique Selling Proposition is an especially critical marketing tool for small businesses who are forced to compete with both other small businesses and larger retail chains. Your business may have superior service or product offerings, but unless you can get the message out to potential customers they will have no reason to choose your business over a competitor.

4 Steps for Creating a Unique Selling Proposition

Start by reviewing your business offerings from the perspective of the target market, which may be segmented by factors such as gender, age, income level, race, religion, education, etc. What does your typical customer really want? Does your customer base want a lower price, better customer service, a particular location, convenience, home delivery, etc?

Ask yourself, "What is it that my product or service offers that my competitors' products or services don't offer?" Then ask yourself what specific benefit this provides your customers. If you can't give exact answers to these questions in a few sentences you probably are not doing enough to differentiate your business offerings from your competitors in the marketplace.

Now, put it all together in one sentence that is memorable enough to use as an advertising slogan. For example, "We serve the best gluten-free pizza in the city", or "Complete auto service that you can trust," or "Top quality furniture at an affordable price," or "Using our service you also empowering local communities and local population".

Next, use your USP in your advertising, in your emails to customers, on your website, in all your social media postings like Facebook, LinkedIn, Twitter, and Pinterest. Also, use it for all your marketing and promotional materials, wherever it might get the attention of potential customers. Don't miss a beat.

Pricing Strategy

- Describe how you intend to price your product or service. Pricing has to be competitive to attract customers but high enough to cover costs and generate a profit. Pricing can be based on markup from cost, value to the buyer, or in comparison with similar products/services in the marketplace.

Sales and Distribution

- Describe how you will distribute your products to the customer (if applicable). Will you be selling wholesale or retail? What type of packaging will be required? How will the product(s) be shipped? What methods will be used for payment?

Advertising and Promotion

- List the different media you will use to get your message to customers (e.g. business website, email, social media, traditional media like newspapers, etc.). Will you use sales promotional methods such as free samples, product demonstrations, etc.?

- What marketing materials you'll use such as business cards, flyers, brochures, etc. What about product launches and tradeshows? Include an approximate budget for advertising and promotion.

Section 5: Ownership and Management Plan

This section describes the legal structure, ownership, and (if applicable) the management, and staffing requirements of your business.

Ownership Structure

- Describe the legal structure of your company (e.g. corporation, partnership, Limited Liability Company, or sole proprietorship). List ownership percentages if applicable. If the business is a sole proprietorship this is the only section required.

Management Team

- Describe managers and their roles, key employee positions, and how each will be compensated.

External Resources and Services

- List any external professional resources required, such as accountants, lawyers, consultants, etc.

Human Resources

- List the type and number of employees or contractors you will need and an estimate of the salary and benefit costs of each.

Advisory Board (if required)

- *Include an advisory board as a supplemental management resource (if applicable).*

Section 6: Operating Plan

The operating plan outlines the physical requirements of your business, such as office, warehouse, retail space, equipment, inventory and supplies, labor, etc. For a one-person, home-based consulting business the operating plan will be short and simple, but for a business such as a restaurant or a manufacturer that requires custom facilities, supply chains, specialized equipment, and multiple employees, the operating plan needs to be very detailed.

Development (if applicable)

- Explain what you have done to date in terms of identifying possible locations, sources of equipment, supply chains, etc. Describe your production workflow.

Production

- For manufacturing, explain how long it takes to produce a unit and when you'll be able to start producing your product or service. Include factors that may affect the time frame of production/service you provide and how you'll deal with potential problems such as rush orders

Facilities

- Describe the physical location of the business including location, land, and building requirements. Include square footage estimates with room for expansion if expected. Include the mortgage or leasing costs. Also include estimates of expected maintenance,

utilities, and related overhead costs. Include zoning approvals and other permissions necessary to operate your business.

Staffing

- Outline expected staffing needs and the main duties of staff members, especially the key employees. Describe how the employees will be sourced and the employment relationship (i.e., contract, full-time, part-time, etc.). Detail any employee training needed and how it will be provided.

Equipment

- Include a list of any specialized equipment needed. Include the cost and whether it will be leased or purchased and the sources.

Supplies

- If your business is manufacturing, retail, food services, etc. include a description of the materials needed and how you will reliably source them. Give descriptions of major suppliers if needed. Describe how you will manage inventory.

Session VII

Section 7: Financial Plan

The financial plan section is the most important section of the business plan, especially if you need debt financing or want to attract investors. The financial plan has to demonstrate that your business will grow and be profitable. To do this, you will need to create projected income statements, cash flow statements, and balance sheets. For a new business, these are forecasts. A good rule of thumb is to **underestimate revenues** and **overestimate expenses**.

Include your three financial statements.

Income Statements

- The Income Statement shows your projected Revenues, Expenses and Profit. Do this on a monthly basis for at least the first year for a startup business.

The income statement shows your revenues, expenses, and profit for a particular period—a snapshot of your business that shows whether or not your business is profitable. Subtract expenses from your revenue to determine your profit or loss.

While established businesses normally produce an income statement each fiscal quarter or once each fiscal year, for the purposes of the business plan, an income statement should be generated monthly for the first year. (Not all of the categories in this income statement will apply to your business. Eliminate those that do not apply, and add categories where necessary to adapt this template to your business.)

Cash Flow Projections

- The Cash Flow projection shows your monthly anticipated cash revenues and disbursements for expenses. It is important for demonstrating that you can manage your cash flow and will be a good credit risk.

The cash flow projection shows how cash is expected to flow in and out of your business. It is an important tool for cash flow management because it indicates when your expenditures are too high or if you might need a short-term investment to deal with a cash flow surplus. As part of your business plan, the cash flow projection will show how much capital investment your business idea needs.

For investors, the cash flow projection shows whether your business is a good credit risk and if there is enough cash on hand to make your business a good candidate for a line of credit, a short-term loan, or a longer-term investment. You should include cash flow projections for each month over one year in the financial section of your business plan. (Do not confuse the cash flow projection with the cash flow statement. The cash flow statement shows the flow of cash in and out of your business. In other words, it describes the cash flow that has occurred in the past. The cash flow projection shows the cash that is anticipated to be generated or expended over a chosen period in the future.)

There are three parts to the cash flow projection:

Cash revenues: Enter your estimated sales figures for each month. Only enter the sales that are collectible in cash during each month you are detailing.

Cash disbursements: Take the various expense categories from your ledger and list the cash expenditures you actually expect to pay for each month.

Reconciliation of cash revenues to cash disbursements: This section shows an opening balance, which is the carryover from the previous month's operations. The current month's revenues are added to this balance, the current month's disbursements are subtracted, and the adjusted cash flow balance is carried over to the next month.

Balance Sheet

- The Balance Sheet is a snapshot summary of the assets, liabilities, and equity of your business at a particular point in time. For a startup, this would be on the day the business opens. Note that a new business will have no accounts receivable entries on the balance sheet. Note also that the Balance Sheet is much simpler for unincorporated businesses without employees. Income tax, pensions, medical, etc. are only applicable to incorporated businesses, as are Earnings/Retained Earnings.

The balance sheet reports your business's net worth at a particular point in time. It summarizes all the financial data about your business in three categories:

Assets: Tangible objects of financial value that are owned by the company.

Liabilities: Debt owed to a creditor of the company.

Equity: The net difference when the total liabilities are subtracted from the total assets.

The relationship between these elements of financial data is expressed with the equation: Assets = Liabilities + Equity.

For your business plan, you should create a pro forma balance sheet that summarizes the information in the income statement and cash flow projections. A business typically prepares a balance sheet once a year.

Breakeven Analysis

- Including a breakeven analysis will demonstrate to financiers or investors what level of sales you need to achieve to make a profit.

A breakeven analysis determines the sales volume your business needs to start making a profit, based on your fixed costs, variable costs, and selling price. It often is used in conjunction with a sales forecast when developing a pricing strategy, either as part of a marketing plan or a business plan.

The formula for a breakeven analysis is:

Fixed costs/(Revenue per unit-Variable costs per unit)

Fixed Costs

Fixed costs are expenses that must be paid whether or not any units are produced.

They are fixed over a specified period of time or range of production, and examples include:

- Business premises lease (or mortgage) costs over the contract period
- Startup loan payments (if you financed the business startup costs)
- Property taxes
- Insurance
- Vehicle leases (or loan payments if the vehicle is purchased)
- Equipment (machinery, tools, computers, etc.)
- Payroll (if employees are on salary)
- Utilities

Accounting fees

Fixed costs are easy to calculate for existing businesses, but new businesses must do research to get the most accurate figures available.

Variable Costs

Unit costs vary depending on the number of products produced and other factors. For instance, the cost of the materials needed and the labor used to produce units isn't always the same. Examples of variable costs include:

- Wages for commission-based employees (such as salespeople) or contractors
- Utility usage—electricity, gas, or water—that increases with activity
- Raw materials
- Shipping
- Advertising (can be fixed or variable)
- Equipment repair
- Sales tools such as credit card processing fees

Sample Computation

Suppose that your fixed costs for producing 30,000 widgets are \$30,000 a year.

Your variable costs are \$2.20 for materials, \$4 for labor, and \$0.80 for overhead for a total of \$7.

If you choose a selling price of \$12.00 for each widget, then:

$\$30,000/(\$12-\$7)=6,000$ units.

This means that selling 6,000 widgets at \$12 apiece covers your costs of \$30,000. Each unit sold beyond 6,000 generates \$5 worth of profit. A sample breakdown leading to this calculation might look something like this:

Fixed Costs for 30,000 widgets (per year)	
Business Lease	\$15,000
Property Taxes	\$5,000
Insurance	\$4,000
Equipment	\$3,000
Utilities	\$3,000
Total Fixed Costs	\$30,000
Variable Costs (per unit produced)	
Materials	\$2.20
Labour	\$4.00
Overhead	\$.80
Total Variable Cost (Per Unit)	\$7.00
Breakeven	
Selling Price Per Unit	\$12.00
Selling price - variable costs	\$5.00
#Units to sell/year to breakeven (\$30,000 / \$5.00)	6000
Profit Targets	
#Units to sell/year to generate \$10,000 profit	8000
#Units to sell/year to generate \$50,000 profit	16000

Section 8: Appendices and Exhibits

The appendices and exhibits section contain any detailed information needed to support other sections of the plan.

Possible Appendix/Exhibit Items

- Credit histories for the business owners
- Detailed market research and analysis of competitors
- Resume of the owners and key employees
- Information about your industry
- Information about your products/services
- Site/building/office plans
- Copies of mortgage documents, equipment leases, etc. (or quotes on these)

- Marketing brochures and other material
- References from business colleagues
- Links to your business website
- Any other supporting material that may impress potential lenders or investors if you are looking for financing

This will typically include:

- Articles of incorporation and status
- Resumes of founders and key team members
- Copies of insurances
- Licenses
- Trademarks and patent registrations
- Contracts
- Appraisals
- Deeper research data or links to references

Recommendation: On the below link you can find a business plan template described. Is possible to download and use it for personal use.

Example of business plan: <https://www.bplans.com/downloads/business-plan-template/>

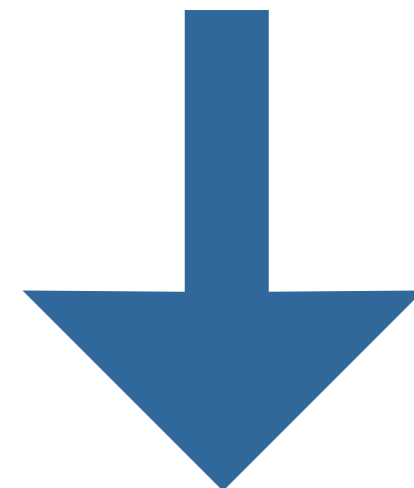


But, what if the business is social and innovative?

The above explained business plan is just general example. However, if someone wants to build a social business which is innovative, then it might happen that some elements of business plan cannot be covered. For example, you have no information about success of your competitors, because your business is innovative and nobody tried it so far.

In this or similar cases, it is better to use different way of planning the business. One of them is building business canvas which is more focused on its' impact on society rather than on making the profit.

The table below can be used as an example of building one social business canvas



What problem in the community or society does your social business (or innovation) want to solve?

How does your social business (or innovation) solve this problem?



Key resources



What resources do you need to develop a product or service and implement activities? People, finances, access / permits?

Social impact

Describe the social impact that a social business has through its products or services. Direct/Indirect

Product or service



What products or services are created by social innovation that addresses the problem? Prototype: What is the prototype of each service or product that you plan to develop and test, and prove its feasibility and viability?

Clients and beneficiaries

Clients: Who are the clients (individuals, businesses, organizations) who will pay to solve this problem? Who will buy your product / service?
Beneficiaries: Who are the beneficiaries of the social impact that this business produces?

Value Proposition



Social Impact: What value do users get from your social business?

Customer Value: What value do customers buy from your social business?

Key partners and actors

Who are the key partners you need to involve from the beginning in order to successfully grow and launch your social business? Do you need special permissions, licenses or approaches to start your social business?

Measuring your social impact



How will you prove that your model creates social impact? Indicate separately for each key activity or process how the impact is created and measured?

Key activities

What activities do you plan to: (1) develop prototypes of products or services; (2) research, retrieval and communication with customers and clients; (3) prototype testing; (4) piloting and perfecting solutions; (5) measuring social impact; (6) launching a social business.

Team



Who is in the team and how do you share responsibilities and roles? What is the division of roles by planned activities?

Communication channels

How do you communicate with your customers and beneficiaries? What is most effective? Which channels are best suited to customers and beneficiaries? How do you interact with the public?

Cost structure



Plan costs for: (1) developing and testing MVPs; (2) starting a business; (3) operating costs during the first year of operation; (4) a projection of costs over the first 3 years.

Revenue surplus (Revenue - Expenditure)

How do you plan to invest the excess of your income?

Revenue structure



Plan revenues for: (1) the first year after starting a business, by each product or service; (2) an income projection for the first 3 years.

IV Evaluation, feedback, reflection tools

V Evaluation, feedback, reflection tools

To be for each step - evaluating the process of idea development, also a personal reflection for the mentee and for the mentor, and for their work together.

1. Reflection for each session
 - Individual – Diary (please find as an Annex the proposition for the diary. Is recommended to be used by the participants as well by the mentor.
 - person to person
 - group
 - Check-in - check-out (how I enter in the session - how I get out of the session)
2. Evaluation of the development of the idea/ initiative – group – organizing a Responsible Travel fair – role play – and voting on which ideas has the best responsible tourism aspects
3. Recommended questions for the evaluation of Business Plan part after each activity.
 - Your feeling in one word.
 - Were the instructions clear?
 - Is your business idea getting more shape?
 - Do you feel that there is more support needed?
 - Do you feel motivated to continue to the next section?
 - Any other comments.

In case of a group of participants attending to the sessions: after every session is recommended to do a group reflection where the participants can share their ideas, suggestions and to compare their thought with the rest of the team. For this can be used the weather evaluation – Draw on four paper the weather forecast signs as follows SUN (best value), Sun+ Cloud (Good), Cloud (Bad), Cloud+ Lightning (Very Bad) and place it in the 4 corners of the place. Than enlist activities that were done during the session. The participants should choose accordingly how they believe the activities went.



V Resources

IX Resources

Mentor: Mentoring guide SSU

Responsible tourism: <https://responsibletourismpartnership.org/what-is-responsible-tourism/>

Tips and Tricks: <https://urbanland.uli.org/industry-sectors/ten-principles-responsible-tourism/>

Business plan Source: <https://youtu.be/ejTCwPfZ1LY>

<http://vietnamtourism.gov.vn/esrt/default.aspx-portalid=5&tabid=387&itemid=491.htm>

Smart Goals: <https://www.briantracy.com/blog/personal-success/smart-goals/>

<https://www.peoplegoal.com/blog/smart-goals-template-word>

<https://fitsmallbusiness.com/smart-goals-examples/>

<https://www.envisionable.com/blog/smart-goals-for-small-business/>

<https://www.envisionable.com/blog/step-by-step-guide-for-setting-small-business-goals-part-ii/>

<https://www.thebalancesmb.com/smart-goal-examples-2951827>

<https://www.simplypsychology.org/learning-kolb.html>

<http://www.designkit.org/human-centered-design>

<http://www.designkit.org/methods/63>

Differentiation: <https://www.optimonk.com/what-is-your-unique-selling-proposition-usp-examples/>

<https://openviewpartners.com/blog/product-differentiation-a-guide-to-the-dos-donts-and-companies-that-get-it-right/#.XcP-FFUzbIV>

<https://conversionxl.com/blog/value-proposition-examples-how-to-create/>

Business Plan:

<https://www.sba.gov/business-guide/plan-your-business/market-research-competitive-analysis>

<https://www.thebalancesmb.com/entrepreneur-simple-business-plan-template-4126711>

<https://www.bplans.com/downloads/business-plan-template/>



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