Social Entrepreneurship Integrated with AR and Rural Youth

Erasmus + Programme Strategic Partnership for Youth

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Intellectual Output 3: E-Learning Curriculum

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Summary:

Tourism is an economic sector that requires a high degree of entrepreneurial activities and contributions, to respond to the demand of diversification of tourism products and innovation. Various activities related to tourism, hospitality and leisure sectors could be identified by creating and operating as a legal tourism enterprise.

Entrepreneurship plays a vital role for tourism development especially in rural areas, as the globalization is increasing competitiveness of the tourism market that necessitate greater flexibility than ever before from tourism entrepreneurs, and rapid access to different resources and digital solutions that Youth could contribute to.

Young entrepreneurs are of dynamic importance in tourism especially in the rural areas, solving problems of unemployment in the economy as well as paving way for the innovation and growth of the communities too. Youngsters love to travel and are also passionate about new technology. These combined interests have given way to a new context which will be explored in this training programme.

You will learn more on the tourism fundamental in Module1, entrepreneurship abilities in Module 2, deepen on the virtual and augmented realities application in tourism in Module 3, for imagining in Module 4 new tourism services, using new business models to enrich the travel experience in the rural areas.

Module	**Module 1: General Tourism**
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Type	**Training content - Public**

LEARNING OBJECTIVE MODULE 1

So what is Tourism? Tourism involves the activities of people travelling and staying in a place away from their home environment for leisure, business or other purposes.

Mathieson and Wall (1982) define tourism as follows: "The temporary movement of people to destinations outside their usual places of work and residence, the activities were undertaken during their stay in those destinations, and the facilities created to cater to their needs."

The traditional aspects of tourism have been changing over the years. New trends and the international panorama now dictate the way people travel, influencing both the offer and the demand for touristic products.

In this module, we will introduce the subject, talking about the principles of tourism, with its concepts, theories and literature, fundamental principles, trends and importance of this sector for the economy. We will also analyse the negative and positive factors that affect tourism and describe its evolution throughout the years. In a second part of the module, we will address basic principles of tourism management, explain the nature, scopes and approaches of managing tourism organizations, while planning, evaluating, organizing and budgeting for the sector by creating tourism business plan. Finally, we will see how these concepts are applied in real Case Studies that were conducted in the context of the project "Social Entrepreneurship Integrated with AR and Rural Youth".

In this Module, you will be able to explore the following learning objectives:

- Learn about the Principals of Tourism, namely fundamental principles, trends and importance of this sector for the economy;

- Understand the modern consumer and how to cater to today's customers' needs in the tourism field;

- Learn about the positive and negative impacts of tourism;

- Understand What is Tourism Management;

- Learn about the factors that influence the management of a business in the field of tourism;

- Explore how the global pandemic caused by COVID-19 has changed the tourism industry;

- Understand which factors have an impact on tourist behaviour;

- Learn more about the elements that help create destination appeal and can improve the ability to attract tourists;

- Understand what is Tourism Management;

- Explore steps that can be taken to create a destination management plan;

- Create a Tourism Business Plan.

Key Terms:

➢ Tourism Fundamentals

➢ Tourism Principals

➢ Management

➢ Technology

➢ AR – Augmented Reality

➢ New Trends

1. Unit 1 Principles of Tourism - fundamental principles, trends and importance of this sector for the economy

Worldwide tourism tendencies acquire new outlines yearly. To follow these tendencies and maintain relevance in such a changing and competitive field, all agents need to keep following and mastering these changes.

As Song, Haiyan, defends in his paper «Tourism Trends and Emerging Issues», the factors for evolution are the following: "the landscape of international travel is changing due to changes in demographics, technologies, economics, and politics. Identifying tourism trends is crucial for the future development of tourism products and services"[1].

With the general panorama, also the travel consumer has a changing face. According to Chowdhary, Nimit[2], these are the main characteristics of the contemporary tourism consumer:

▪ More affluent, measured in disposable income per capita, ownership of property and household facilities;

▪ Better educated and more interested in continuing education;

▪ Healthier and interested in more active pursuits;

▪ Older, with a particular shift in the number and attitudes of the more active over-fifties;

▪ More computer literate with ownership of personal computers (PCs) and access to internet growing exponentially;

▪ More heterogeneous and individualistic in their demands and expectations;

▪ More culturally diverse in terms of ethnic origin as well as their range of lifestyle choices.

The same author underlines the major determinants for tourism demand today:

▪ Economic factors and comparative prices;

▪ Demographic, including education;

▪ Geographic Socio-cultural attitudes to tourism;

▪ Mobility;

▪ Government/regulatory;

▪ Media communications;

▪ Information and communication technology.

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[1] Retrieved from http://cf.cdn.unwto.org/sites/all/files/pdf/prof_haiyan_song_21_oct.pdf
[2] "Tourism Demand Trends", in https://www.slideshare.net/nimitchowdhary/11-tourism-demand-trends

At the same time, today's tourist has less time to travel. Nejdet Delener[3] states that "time poverty equals more to do and less time to do it, which affects every travel segment". The U.S.A. market, one of the most prominent worldwide, reflects clearly how few days yearly the consumer can dedicate to travelling:

Table 1
Average number of vacation days

Italy	42 days
France	37 days
Germany	35 days
Brazil	34 days
United Kingdom	28 days
Canada	26 days
Korea	25 days
Japan	25 days
U.S.	13 days

Source: Adapted from UNWTO.

Image 1: Average number of vacations Days

Adding to the factor of less time to travel, today's consumer also faces greater levels of competition between touristic offers. Nejdet Delener underlines that "Since people have less free time, there is greater competition for those rare leisure hours. For instance, […] cruise lines continue expanding with new and larger cruises to far-reaching exotic ports. All this results in more to do and less time in which to do it. This is one of the top trends underlying the travel and tourism industry".

Even though tourists have less time to travel, the industry continues to generate growth creating jobs and enabling national development. The lowering of travel barriers and falling costs have put travel within reach of millions. As time gets scarcer, there has been a growth of disposable income to apply in travelling. While travel is still not accessible to everyone, more people than ever before are travelling today—with 1.24 billion international arrivals in 2016, compared to 25 million in the 1950s[4].

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[3] "Current trends in the global tourism industry: evidence from the United States", in http://www.scielo.br/scielo.php?script=sci_arttext&pid=S0034-76122010000500006

[4] ("Industry Trends", World Economic Forum, in http://reports.weforum.org/travel-and-tourism-competitiveness-report-2017/industry-trends/?doing_wp_cron=1538407324.9150989055563544921875#hide/fn-21

Analyzing these tendencies has become essential in one of today's fastest-growing economic activities. Oscar Claveria, Enric Monte and Salvador Torra[5] add that "the increasing importance of the tourism sector worldwide has led to a growing interest in new approaches to tourism demand forecasting. New methods provide more accurate estimations of anticipated tourist arrivals for effective policy planning".

Furthermore, Europe remains a determinant destination and economical agent in the industry. "European destinations attract half of the world's tourist arrivals. Europe at large (both EU and extra-EU) remains the most visited region in the world, accounting for 50% of the world's tourist arrivals and 37% of global tourism receipts, and continues to lead growth in absolute terms. With a rich cultural heritage and a favourable sociopolitical environment, and comprising many large source markets, Europe boasts twice the arrivals of the second most visited region in the world, Asia and the Pacific"[6].

Image 2: Travel flows in Europe in 2018 (from ABTA Travel Trends Report 2018).

The ABTA Travel Trends Report in 2018 showed that more people were taking holidays at that time than at any time over the former five years. That tendency came to an abrupt stop in 2020, with the global pandemic, showing that trends are always changing when it comes to travelling and tourism, with new flows appearing constantly[7].

1.1 Tourism Essentials

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[5] ("Common trends in international tourism demand: Are they useful to improve tourism predictions?", in https://www.sciencedirect.com/science/article/abs/pii/S2211973615000732)

[6] «European Union Tourism Trends», in https://www.e-unwto.org/doi/pdf/10.18111/9789284419470

[7] Retrieved from https://theresortgroupplc.com/2018s-biggest-travel-tourism-trends/

According to the tutorial "Tourism Management"[8], by Tutorials Point, the most common reasons for the people to travel away from home are:

- To spend holidays leisurely

- To visit friends and relatives

- To attend business and professional engagements

- To get health treatment

- To undertake religious pilgrimages

- Any other personal motives

Furthermore, it should be underlined that Tourism Management theories make a distinction between just travelling and tourism:

- Travelling is going from the place of residence or work to another distant or a neighboring place by any means of transport. Routine commutation can be termed as travelling.

- Tourism is travelling with an objective. All tourism necessarily includes travel but all travel does not necessarily include tourism. We can say, travelling is a subset of tourism.

One similarity between travel and tourism is, they both are temporary movements.

1.2   Positive and Negative Impacts of Tourism

The tourism sector impacts in a determinant way surrounding places and population. According to the "Tourism Management" tutorial, there are economic and environmental impacts, as well as on the society at large.

Let us see what are some of the positive and negative impacts of tourism on the economy:

A.   Positive Economic Impacts of Tourism

o   Inbound tourism helps to generate revenue from foreign shores.

o   Inbound and domestic tourism create job opportunities.

o   Inbound and domestic tourism stimulate the development of infrastructure.

o   It generates opportunities for small scale local businesses.

B.   Negative Economic Impacts of Tourism

o   Outbound tourism creates economic leakage.

o   All types of tourism create a sense of dependency on the customer or economic recession.

o   It can also promote parallel economies.

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[8] "Tourism Management", by Tutorials Point (I) Pvt. Ltd, 2016.

o   The revenue earned from the tourism business seldom is beneficial to the local population if the destination has accommodation provided by international hotels.

Furthermore, here are some of the impacts of tourism on the environment:

A.   Positive Impacts of Tourism on Environment

o   It promotes investment in the conservation of natural habitats.

o   It can, in turn, contribute to the stability of the ecosystem.

o   In developing countries, it discourages deforestation and over-fishing in large water bodies.

o   It contributes to creating awareness of the value of the environment for humans.

B.   Negative Impacts of Tourism on Environment

o   It promotes vandalism and littering.

o   It makes way for the destruction of wildlife and vegetation.

o   It invites air, and water pollution.

o   It creates a large carbon footprint.

o   It creates a sense of dependency on natural resources.

Finally, you can also observe the impact of tourism on society:

A.   Positive Impacts of Tourism on Society

o   Infrastructure development also benefits the local population.

o   It tends to make people aware of the superfluous customs prevailing in the region.

o   It helps eradicate poverty by promoting the arts and crafts made by people who search for a source of income.

o   It fosters a sense of pride among locals.

o   The bonds among communities are strengthened.

B.   Negative Impacts of Tourism on Society

o   It impedes the life of the local population because of congestion, noise, and pollution.

o   It can bring problems of alcoholism, drug addiction, and prostitution in the local society.

o   To make a place for new accommodations or recreational facilities, the locals may be displaced by acquiring their lands and violating human rights.

o   It may act as a platform for the spread of contagious diseases.

o   Tourism can change local community structure, family relationships, collective traditional life styles, ceremonies and morality.

1.3   Tourism and Technology

In the modern world, technology and travel are an undeniable combination, as the possibilities for new services. This joint force also plays a crucial role in the way we travel: from the vacation destination we choose, all the way to what we do once we're there and even in the time after we've come back. "It is so prevalent, that according to a Google Travel study, 74% of travelers plan their trips on the Internet, while only 13% still use travel agencies to prepare them" (retrieved from https://www.wearemarketing.com/blog/tourism-and-technology-how-tech-is-revolutionizing-travel.html).

Millennials are also playing a significant role in this paradigm shift. They love to travel and are also passionate about new technology. This combined interested has given way to a new context where social media, apps, blogs, and so more have an important part to play when it's time to play a trip. By that same token, the industry, as it becomes increasingly aware of this trend, has followed suit by adapting its business model and product offering to attract this coveted target. Following this trend, the industry, has adapted its business model and product offering to attract new targets. This implies making improvements to processes, customer service, relationships with customers, and the creation of new business models. Leading naturally to benefits for the traveller, letting them simplify, and often enrich, the travel planning process.

Booking.com Senior Vice President and Chief Marketing Officer Arjan Dijk has stated that "in this new decade, we'll see how the travel industry tries to respond to the needs of a type of a traveller more concerned with sustainability, and with more tech knowledge or curiosity, through developing products, functions, and services make discovering the world easier for all" (retrieved from https://www.wearemarketing.com/blog/tourism-and-technology-how-tech-is-revolutionizing-travel.html).

There are important tech solutions for the tourism industry to consider (https://www.wearemarketing.com/blog/tourism-and-technology-how-tech-is-revolutionizing-travel.html):

A.   Mobile Technology:

This is undoubtedly the main character in the new ways of travel. The cell phone has become our tour guide, travel agency, best restaurant locator, map, and more. It's by our side during the

entire purchase journey. In fact, according to TripAdvisor, 45% of users use their smartphone for everything having to do with their vacations.

This is why there's a need to adapt corporate services and communications to these devices. KLM, for example, has already created an information service for passengers using Facebook Messenger.

This system, once someone has made a reservation, sends the user information regarding their ticket through Facebook Messenger as well as their boarding pass or updates about the status of their flight. This way, the user has all the pertinent information about their trip in the palm of their hand using an app that they already use, eliminating the need to download anything else.

B.   Integrated Internet:

This promises to bring significant updates to the tourism industry. They include integrating sensors connected to the Internet inside items like cars, suitcases, buildings, and more.

In fact, Spain's Hotel Technology Institute (Instituto Tecnológico Hotelero, or ITH) affirmed that the integration "is going to be the major transformative factor in the personalization of the customer experience over the next few years."

Some Virgin Hotel properties offer an app to their clients that lets them interact with the room's thermostat or control the television in the room. There are also suitcases that have devices that allow users to use their cell phones to follow where their suitcase is at any time to avoid lost baggage at the airport or other public places.

C.   Faster Mobile Connections (5G/7G):

Travel technology becomes all the more powerful with help from 5G networks. They promise much faster loading and downloading speeds, wider coverage, and more stable connections. Beyond downloading content 20 times faster than before, 5G allows us to develop and deploy technology that 4G limited. That means the connection between smart devices will be more efficient.

Immersive tourism, where technology turns travelers into the experience's protagonist, may be a reality. Plus, augmented reality (AR) or 360° video will be more ubiquitous and accessible.

D.   Augmented Reality:

Augmented reality (AR) and virtual reality (VR) have also entered the travel world, and the truth is that it's a trend due to all the possibilities they can offer. More and more companies use it to show users a cabin on a cruise ship or transport them, for a few seconds, to the Great Wall of China.

The possibilities are endless in terms of enriching tourism experiences. In this course, you will be able to learn more about these opportunities and how companies are already using these tools to bump their offer. In particular way, it will be explored how Augmented reality could be applied in the tourism sector, and what typology of new services in this field could be created with this technology.

2.   Unit 2 Tourism Management

2.1   What is Tourism Management?

Tourism Management[9] involves the management of a multitude of activities such as studying tour destination, planning the tour, making travel arrangements and providing accommodation. It also involves marketing efforts to attract tourists to travel to particular destinations.
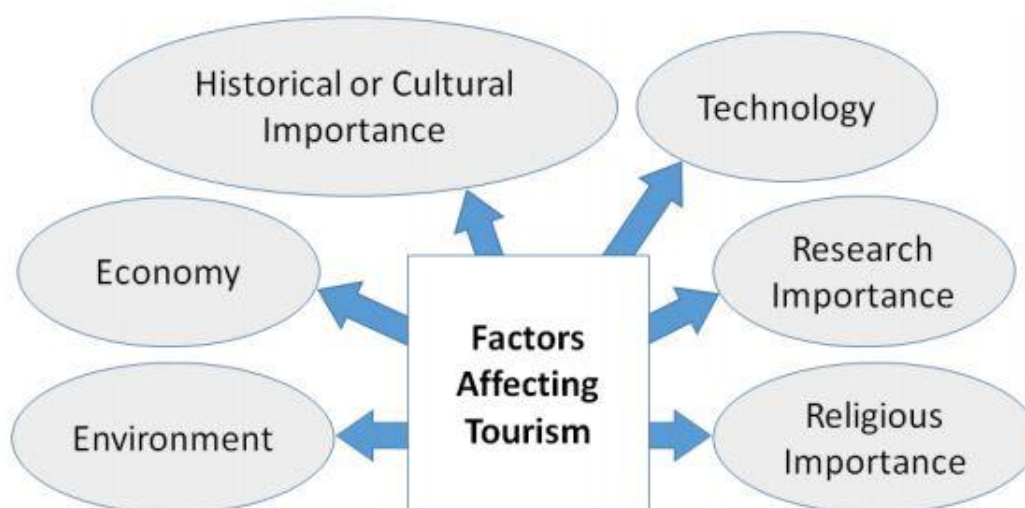
Image 3: Factors Affecting Tourism, retrieved from "Tourism Management", by Tutorials Point (I) Pvt. Ltd (2016).

According to the Tutorial "Tourism Management", there are many factors that influence running a business in the tourism industry. Some show immediate effect, while there are also factors which affect in the long run:

a.   **Environment at Destination -** Tourism is in its best form when the destination boasts with a conductive climate. In contrast, any undesired changes in the environment such as high winds, flash floods, drought, and extreme climate can affect tourism adversely. For example,

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[9] "Tourism Management", by Tutorials Point (I) Pvt. Ltd, 2016.

during harsh summer months in India, people prefer to travel to colder climate regions like hill stations.

b.   Economy of the Country - When a country is undergoing economic turbulence and when people are facing unemployment issues, tourism is affected by adversity. On the contrary, when a country's economy is doing well and people can afford to spend money on leisure, tourism progresses.

c.   Historical or Cultural Importance of Destination - The place or destination of travel affects the tourism business to a great extent. If the destination is of great historical or cultural significance then tourists will certainly like to visit the place for seeing monuments, castles, forts, ancient architecture, sculptures, caves, antic paintings and utensils, clothes, weapons, ornaments, and other allied heritage. For example, the world-famous places of historical and cultural importance are Taj Mahal (India), Pyramids of Gaza (Egypt), Began City (Burma), Acropolis (Athens, Greece).

d.   Research Importance of Destination - Some tourists visit places with the objective of studies and exploration. Need for research promotes tourism. Archaeologists, Geologists, Oceanographers, Biologists and Zoologists, Architects, and People researching Arts and Cultures seek places that have great significance in the field of research.

e.   Religious Importance of Destination - The places of religious importance or worship are always flooded with tourists. At these places, tourism is at its peak at particular periods in a year. The tourists often go on pilgrimage to find inner peace and invoke blessings of the deities they worship and to cleanse their sins before death. For example, Mecca, Bethlehem, Kashi.

f.   Technology - Internet has penetrated to almost every corner of the world. Tourists are enjoying the benefits of the Internet. While planning a tour, the tourists try to get the idea about the places they are going to visit, the quality of amenities and services, and the attractions at the destination. After visiting a destination, the experienced tourists share their opinions on various platforms of the Internet. Thus, the reviews of experienced tourists shared on the internetwork as guidelines for the following tourists. Hence, just like a double-edged sword, the Internet can boost as well as bring down the tourism business.

2.2   Covid-19 and the Tourism Industry

In 2020, the global pandemic caused by COVID-19 has changed the tourism industry in a very significant way. According to Skare et all[10] "The COVID-19 pandemic (…) is different [from past pandemic crisis] and recovery of the tourism industry worldwide will take more time than the average expected recovery period of 10 months".

In February 2021, the World Health Organization[11] the 100 million of worldwide confirmed SARS-COV-2 cases had been surpassed, with more than 2 million deaths globally. In the image below, you can see the widespread of confirmed cases by region, witch impacts differently the tourism industry in each region.

Situation by WHO Region

Region	Confirmed
Americas	47,276,977 confirmed
Europe	35,620,266 confirmed
South-East Asia	13,077,080 confirmed
Eastern Mediterranean	5,873,973 confirmed
Africa	2,663,529 confirmed
Western Pacific	1,496,373 confirmed
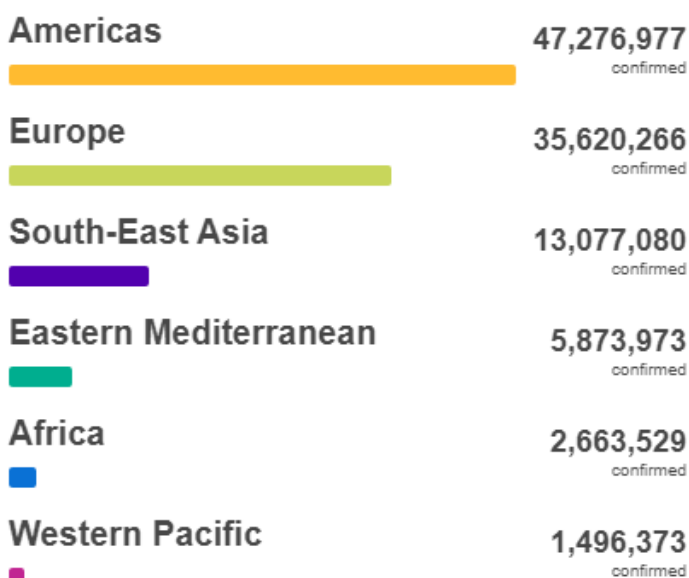
Source: World Health Organization
Data may be incomplete for the current day or week.

Image 4: Situation by WHO Region (in https://covid19.who.int/).

The pandemic has harmed global tourism in a greater way than anticipated. Besides impacting all companies and services around the world, it is also prolonged for a longer period than expected. The latest research report of the world travel and tourism council (WTTC) lists up to 75 million workers at immediate job risk as a result of COVID-19. Research reveals a potential Travel Tourism GDP loss in 2020 of up to US$ 2.1 trillion. WTTC also estimates the daily loss of a

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[10] "Impact of COVID-19 on the travel and tourism industry", in Technological Forecasting & Social Change nº 163, 2021.
[11] Retrieved from https://covid19.who.int/.

shocking one million jobs in the travel tourism sector for the widespread impact of the coronavirus pandemic.

The recovery of the industry will, on the other hand, be a great source of new opportunities, as the potential for the redesign of the sector will allow for new actors and young entrepreneurs to step in and implement new business ideas.

2.3   Consumer Behaviour in Tourism

Consumer behaviour is one of the most researched areas of tourism. This studies why a tourist chooses a particular destination and what are the driving factors that influence a decision for travelling.

The following factors immensely alter tourist behaviour (in "Tourism Management"):

a.   **Geographical Factors -** Some physical factors like geographical and climatic conditions, facilities and amenities available at the destination, advertising and marketing conducted by tourism business alter the decision making of the tourists.

b.   **Social Factors -** A few social factors such as a person's social network, which provide first-hand information that, can alter a person's decision to visiting or not visiting a particular place.

c.   **Place of Origin -** There can be a broad spectrum of tourist behaviour depending upon the place they belong to. North Americans in general, for instance, like to follow their cultural framework. Japanese and Korean tourists like to visit places in groups.

d.   **Tourism Destination** - It is a major contributing factor in altering tourist behaviour. If a destination has all basic provisions such as electricity, water, clean surroundings, proper accessibility, amenities, and has its significance, it largely attracts tourists.

e.   **Education of Tourist -** The more educated the tourist is, the wider range of choices, curiosity, and the knowledge of places he may have. This drives the decision making when it comes to choosing a destination.

2.4   How Can a Destination Attract Tourists?

A tourist destination has certain characteristics that attract tourists to spend time there. It can attract tourists for its inherent or exhibited natural or cultural value, historical significance, flora and fauna, natural or built beauty, offering leisure, adventure and amusement.

The following factors shape the destination's appeal (in "Tourism Management"):
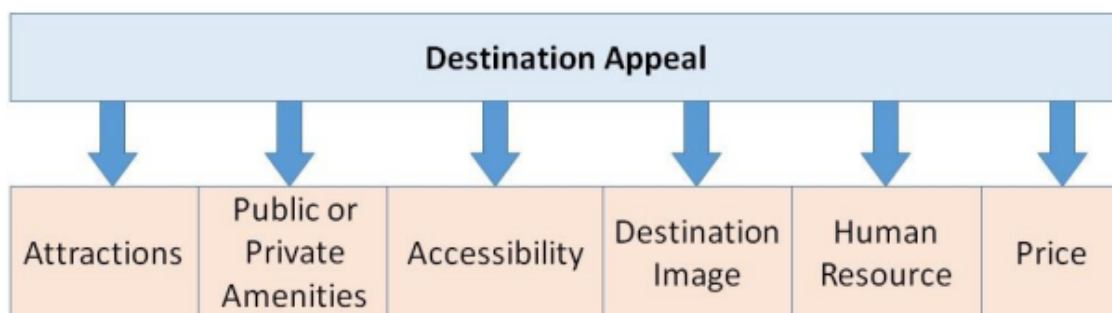
Image 5: Destination Appeal, retrieved from "Tourism Management", by Tutorials Point (I) Pvt. Ltd (2016).

These can be translated into the following elements:

a. **Accessibility** - It is the ability to reach to a place of destination by opting one or multiple means of transportation. Transportation should be timely, convenient, inexpensive, and safe. Today there are various means of transportation like airlines, railways, surface transportation, and water transportation.

b. **Accommodation** - A place where the tourists can avail food and shelter on payment. Today, a wide range of accommodations are available ranging from basic budget accommodation to elite class seven-star hotel suites.

c. **Attraction -** A place of interest where tourists visit, typically for its inherent or exhibited, natural or cultural value, historical significance, or natural or artificial beauty. The attraction creates a desire to travel to a specific tourist destination. They also offer leisure, comfort, adventure, or amusement. For example, Paris draws tourists by offering Fashion as an attraction.

d. **Activities** - Activities are what the tourists perform for fun and amusement. For example, boating, scuba diving, canoeing, camel riding, and visiting a place.

e. **Amenities** - Amenities refer to the beneficial services offered to the tourists, like visitor information centres, telecommunications, roads, drinking water, toilet blocks, garbage bins, etc.

2.5   Destination Management

To better understand Tourism Management as a whole, we will explain what a subcategory of that is: Destination Management puts in place programs and strategies that will spread the unique story of a particular destination. Thus, inviting more tourists and enhancing tourism in that particular region. It proves to be a key to success for tourism management, at large.

Since tourism directly depends on the customer's experience, collecting and auditing tourists' experience is vital. A deep understanding of the destination, the market, and the tourists'

experience can help to target the needs, desires, and expectations of a particular market segment.

The destinations are managed so that they provide an excellent memorable experience to the tourists in terms of accommodations, facilities, amenities, activities, and food with continuous upgraded progress thereby increasing the tourists' influx and generating revenue.

The following steps are observed while developing a destination (in "Tourism Management"):

1. **Develop a Vision for the Destination** - A vision is an exciting picture of a destination's desired futures. Tourism visions describe the style of tourism the destination would like to be recognized for such as ecotourism, culinary, cruise port, or any other, and the target market for the destination.

2. **Set the Goals for Tourism Development** - Set economic, socio-cultural, and environmental goals.

3. **Collect Visitors' Experience and Compile a Visitor Survey** - The visitor profiles are created by recording the following information about visitors:

a.   Type of visitor;

b.   Demographics (age, mode of travel, group size, nationality);

c.   Psychographics (values, benefits, desired experience, beliefs, perception about the destination);

d.   Spending patterns (daily expenditures, types of purchases made, the form of payment, and duration of stay).

4. **Establish a Destination Management System (DMS**) - A DMS is a database for collecting, manipulating, and distributing the recorded information. It includes the following information:

a.   Supply inventory and performance of hotels, tour operators, attractions, restaurants, etc.

b.   Events, festivals, activities, shopping, cycle routes, beautiful spots.

c.   Visitor profiles.

d.   Resident survey results.

e.   Social, economic, and environmental impacts.

5. **Market the Destination on the Internet** - Easy to navigate, clear website with high-quality photographs of the destination and simple yet exceptional content can market any tourist destination effectively.

6.   Brand the Destination - A strong destination brand creates an image of the destination, modifies peoples' perception about a place, influences decision-making, and delivers a memorable experience.

8.   Pricing - After understanding and establishing a tourism business, determining the price of the product/service efficiently can also assure that a business is successful. Determining prices requires consideration of three key factors (in "Tourism Management"):

a.   **Operating costs:** Operating costs include both fixed and variable costs. Fixed costs remain the same regardless of the sales which involve building, insurance, and equipment costs. Variable costs include costs for wages, gas, electricity, cleaning, maintenance, repairing, materials used in production, office stationery, linen, food, petrol, machinery, uniforms, bank fees, taxes, marketing research expenses, and expenses for advertisements, promotions, brochures, and conducting consumer or trade events.

b.   **Profit Margins:** This is determined by comparing the competitors' offers and their product offers. Profit margins are set without compromising the competitive advantage.

c.   **Commissions of Intermediaries:** Working with intermediaries and partners incurs commissions. Commissions are the fees paid to the intermediaries to distribute and sell your product.

3.   Unit 3 Next steps towards the Tourism Business Plan

After having dealt with the basic of tourism field and how the sector is changing, during the following modules, you will learn in greater depth how to use and implement tools that can help you follow these steps more efficiently. **In the chapter 2**, you will learn how to develop your entrepreneurship skills in order to define a **Tourism Business Plan.**

A business plan is a statement of what tourism business you want to establish and develop sustainably. The business plan includes details on the business idea and its characteristics, roles and responsibilities, involvement of stakeholders, the financial viability and how the business will generate an income, the budget including what costs are needed to establish the business, key risks and monitoring.

The business plan may be used to convince banks and/or investors that your prospective business is viable and can be used to find financial support. Some of the main components of the plan should be[12] [13] [14]:

1. **Description of the tourism business:** provide a clear and concise description of your business idea.

2. **Mission**: explain the basic philosophy, the objective and the approach promoted by the tourism business.

3. **Vision** (short, medium and long-term): describe the desired future position of the tourism business and long-term plans.

4. **Objectives**: state the specific objectives that your tourism business is going to aim at.

5. **The project**: describe the general aspects of the tourism business, the tangible and intangible characteristics, the geographical location, the tourism services and activities.

6. **The legal structure**: specify the legal structure of your business, who your key players are, who is responsible for what.

7. **Organization and management**: explain the organogram, including details of the management and technical team involved.

8. **Budget**: provide cost estimates for the business' start-up and implementation.

9. **Projections**: provide the projections forecast for expected income and expenses for at least three to five years. The projections should contain an income statement, cash flow statement, tax computation and balance sheet. It may be necessary to seek the assistance of professional experts to help you compile the projections.

10. **Appendix**: include supporting information, such as of the findings of a stakeholder analysis, market research, estimates, and any other documentation needed to support what's contained in the business plan.

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[12] "How to Prepare Your Business Plan", retrieved from https://unctad.org/en/docs/iteiia5_en.pdf, UNCTAD/ITE/11A/5, 2002.

[13] "Tourism Business Planning - Industry, Tourism and Investment", retrieved from https://www.iti.gov.nt.ca/sites/iti/files/TBPWorkbook.pdf, Government of the NWT - Department of Industry, Tourism and Investmen, 2008.

[14] "Business Plan 2015-16" - Visitbritain.org, retrieved from https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/business_plan_2015-16_final.pdf.

In the chapter 3, you will learn how to use new technologies, in particular Augmented reality / Virtual reality. **Then in chapter 4** you will learn how to create new tourism services and products applying what you have learned in the previous chapters.

Resources

1. Retrieved from

http://cf.cdn.unwto.org/sites/all/files/pdf/prof_haiyan_song_21_oct.pdf

2 "Tourism Demand Trends", in https://www.slideshare.net/nimitchowdhary/11-tourism-demand-trends

3 "Current trends in the global tourism industry: evidence from the United States", in http://www.scielo.br/scielo.php?script=sci_arttext&pid=S0034-76122010000500006

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trends/?doing_wp_cron=1538407324.9150989055633544921875#hide/fn-21

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14 "Business Plan 2015-16" - Visitbritain.org, retrieved from https://www.visitbritain.org/sites/ default/files/vb-corporate/Documents-Library/documents/England-documents/business_plan_2015-16_final.pdf.

Module	**Module 2: Entrepreneurship in Tourism**
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LEARNING OBJECTIVES MODULE 2

After following this module, you will be able to:

• Understand entrepreneurship skills' importance for the tourism industry;

• Identify different leadership styles;

• Understand the concept of leading by example;

• Apply the Dos and Don'ts of persuasion;

• Explain and apply the Persuasion Tools Model.

• What are the possible stakeholders for providing a fund?

• What are the opportunities for a business fundraising?

• How to create a Business Plan.

You will then learn how a new entrepreneur should prepare a Request for a Bank Loan, for the initial investment or business expansion.

1.   Unit 1 Entrepreneurship skills importance for the tourism industry

Nowadays, among the key factors for the development of every industry and every organisation are entrepreneurship and the skills associated with its successful utilisation for profit making and wealth creation. In the history of mankind, entrepreneurial efforts have ultimately led to the reduction of unemployment and societal imperfections. Thus, entrepreneurial thinking has become the key to economic growth and development worldwide.

Tourism industry, on the other hand is viewed as an agent of economic and social change, provided that tourism is one of the largest, fastest growing sectors, while the tourism industry is considered as an indispensable role in job creation. In this regard and like other industries, the tourism industry must be able to clearly understand the requirements of the entrepreneurial process and to secure resources and provide opportunities for the thriving of entrepreneurship and the entrepreneurs. Furthermore, examining tourism industry processes and developing the right skills in this regard is key to empowering youth for initiating successful tourism start-ups.

1.1   Entrepreneurship in tourism – literature review

Tourism entrepreneurship has been recognised as the basic way to provide strategic support for maintaining business development especially in rural areas. Researchers have identified the prominence of entrepreneurs in tourism development and claimed that the birth of touristic business is not so much an act of nature, as an act of the tourism entrepreneur.[1] It has been also claimed that it is only when tourism entrepreneurs exist, a society's environment, landforms, flora and fauna, historic artefacts, and cultural heritage enclaves become tourism resources which can be renovated and transformed into tourist attractions and destination. Tourism produces a substantial profit, and it is the fastest growing sector in the world.

Entrepreneurship plays a vital part in transforming the supply of leisure and recreational opportunities.[2] Entrepreneurship is considered as a critical factor in tourism development, both regionally and globally. Tourism enterprises refer to the different forms of tourist related business ventures permitted within the government regulations. Like any other enterprise, tourism enterprises are also business ventures having similar preparative principles, but working on a very wide scale.

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[1] Koh, K. Y., & Hatten, T. S. (2014). *The Tourism Entrepreneur: The Overlooked Player in Tourism Development Studies.* International Journal of Hospitality & Tourism Administration, 3(1), 37-41.

[2] Chang, J. (2011). Introduction: Entrepreneurship in Tourism and Hospitality: The Role of SMEs. *Asia Pacific Journal of Tourism Research, 16(5)*, 467-469.

Tourism enterprise can be defined as "a composition of products involving transport, accommodation, catering, natural resources, entertainment and other facilities and services, such as shops and banks and other tour operators."[3] A 'tourism entrepreneur', on the other hand, may be defined as a "person or a group of persons producing and managing tourism products." [4] In this process the entrepreneur must have the commonly prescribed entrepreneurial traits along with service sector specialties.

Tourism entrepreneurship can be associated with the professional application of knowledge, skills and competencies and/or of monetising a tourism related new idea, by an individual or a set of people by launching a new enterprise or diversifying from an existing one (distinct from seeking self-employment as in a profession or trade), thus, to pursue growth while generating wealth, employment and social good. In other words, tourism entrepreneurship refers to the activities of the major group of stakeholders of this service sector primarily designed for the effective and profitable interaction of demand for and supply of tourism products; at the same time assuring competitive professionalism and gainful socio-economic status. In simple words, tourism entrepreneurship embraces all sorts of activities involved in creation and operation of a legal tourism enterprise.

A key element here is the entrepreneur as the person who identifies an opportunity. Just as entrepreneurs are difficult to define so too is identifying a typical one as they come in all shapes and sizes from different educational, cultural and industrial backgrounds. The propensity for being able to spot a gap in the market is a difficult and complex area to describe. So too is identifying a sustainable competitive advantage setting the idea apart from the competition. Various specific traits are believed to play a role in this regard, with focus of control, need for achievement and risk-taking being key. However, traits alone do not adequately explain entrepreneurial behaviour. Other elements such as aspirations, experience, skills and cultural background undoubtedly make a contribution. Moreover, responding appropriately to the environment is also a fundamental enabler of new venture formation. The political, economic, social and technological landscape must therefore also be favourable for entrepreneurship to flourish.

Once an opportunity is identified, the potential venture must be assessed by various means at the entrepreneur's disposal. There is no standard way of doing this and the complexity and extent of feasibility studies, business plans, marketing plans and so on will vary depending on

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[3] Sinclair, M.T., and Stabler, M. (1997), The Economics of Tourism, Routledge, London.
[4] Khanka, S. S. (1999). *Entrepreneurial Development.* New Delhi: S. Chand Publishing.

the idea and the market. A decision has then to be taken whether to continue with the notion or to abandon it. Typically, decisions to pursue (or not) an entrepreneurial idea are taken within the context of either a 'push' or 'pull' environment. The former is where the individual has been made redundant or is unhappy with their current working conditions. The latter pull factors concern market attractiveness such as opportunity to increase personal wealth, personal development and status. Once all of these variables have been assessed, compared and scrutinised, a final decision to continue with the venture can be made.[5]

2. Unit 2 Leadership and persuasion

All organisations require leadership, as leaders by their style and action set the conditions for the success or failure of every business, including in the highly dynamic tourism industry. Their foresight, vision, values, and abilities are necessary for the essential tasks of every business enterprise: strategic direction, cultural strength and coherence, efficient organisation, effective networks of relationships, fulfilled employees, and satisfied customers and suppliers.[6]

2.1 Leadership styles

Organisations are constantly trying to understand how to effectively develop leaders for long-term success. The systemic problem with this endeavour is that there are many different leadership theories and styles. These options make it virtually impossible for professionals to agree concerning which theory and/or style can best help organisations to develop great leaders. Below, the most popular leadership styles and associated concepts are discussed in brief, to provide an overview of their specific features.[7]

Task-oriented Leadership: Task-oriented leadership focuses on completing a job. It concentrates on the tasks that have to be done, rather than who is doing them. Task-oriented leaders can be very autocratic as their primary focus is to get the most immediate task completed.

Transactional Leadership: Transactional leadership refers to the use of an authoritative leader setting specific parameters, guidelines, rules and expectations, then rewarding those that follow them and reach predetermined goals and objectives, while punishing those that fail to do so.

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[5] Marasini, S. (2018), Concept, Features, Functions & Types of Tourism Entrepreneur.
[6] Nicholson, N. & Björnberg, Å. (2005). Family Business Leadership Inquiry. Institute for Family Business, London Business School.
[7] The overview of leadership styles in this section is based on material, found in: Russell, E. (2011). Leadership Theories and Style: A Transitional Approach.

Charismatic Leadership: This leader exudes enthusiasm within his subordinates in an effort to inspire them to achieve desired results. The charismatic leader commands the room and works diligently to empower subordinates individually. Additionally, charismatic leaders can sometimes become self-absorbed when over-confident, leading to disastrous results.

Democratic/Participative Leadership: Democratic or Participative leadership is exemplified by the leader encouraging subordinates' participation to contribute to the decision-making process. This motivates subordinates to work harder as it gives them a sense of belonging and ownership. The leader still makes the final decisions but everyone gets involved in brainstorming and discussion.

People-oriented/Relations-oriented Leadership: People-oriented or Relations-oriented leadership is the opposite of task-oriented leadership. Leaders are completely motivated to concentrate on supporting and developing their subordinates.

Transformational Leadership: Transformational leadership can be defined as increasing the interest of the staff to achieve higher performance and developing the commitment and beliefs in the organisation. The transformational leader focuses on taking care of the employees, supporting the assumption that if the employees are treated well, feel of value to the organisation and believe to be a part of the team, then they will be more likely to produce the desired results.
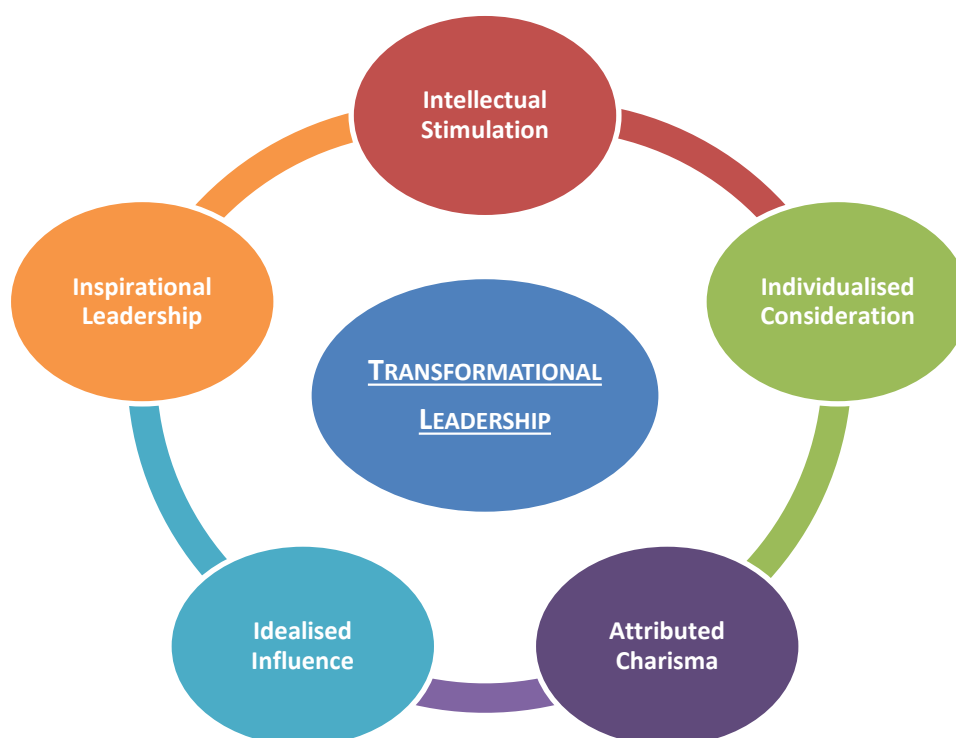
Image 1. *Elements of Transformational Leadership*

Source: Leadership Changes in Family Businesses – A Case Study of IKEA, Jönköping University (1999)

Transformational leaders usually invoke positive change within the organisations they lead. These are leaders, who intellectually stimulate workers, encourage creativity and workers accept challenges as part of their job. Transformational leadership has a profound positive effect on the organisational learning process. An interpretation of the elements, characteristic of transformational leadership, is shown in Image 1.

2.2   Leading by example

"Anyone can try to be a leader, but to be a successful leader can be a real challenge" Peter Thatcher says in his book 'Leading by Example'. A leader needs to be able to draw on a vast array of skills and attributes and apply them at the right time and in the right way. Above all, a leader has to recognise that his/her success will ultimately depend on the people that he/she leads, which is particularly relevant for tourism companies, where the business usually involves hiring and managing a certain number of employees. All this means that true leaders shall create an environment in which all their subordinates can flourish.

What does a leader need to do to create this environment? It is considered that this depends to a great extent on the example set by the leader, whose behavior sets the tone and creates the culture for a team or an organisation. If the leader is not always honest, how can team members be expected to be? If the leader is not committed to the vision, how can team members be expected to be? Put simply, a successful leader has to behave at least as well as he/she asks of everyone he/she purports to lead.

People are influenced by example, good and bad, and the example set by any leader will have a significant impact on the long-term success, or otherwise, on their team or organisation. People consciously or subconsciously seek role models to see how they do things and then replicate those behaviors.

By their own example, leaders need to instill in the people that they lead the right values and behaviors. Thus, leaders should not rely on rules and regulations to set down how people should behave. People are contrary beings. If told not to do something, there is a temptation to do the opposite. Telling people how to behave, threatening them with punishment if they fail to behave in the right way or offering financial incentives for positive behaviors are likely to achieve only short-term success. In the long-term, people need to recognise for themselves why behaving in a certain way has positive results and the leader's positive example will undoubtedly be a powerful influence in this respect.

Finally, while setting the right example does not ensure that everyone will follow that positive behavior, setting the wrong example is very unlikely to result in people behaving well. Leaders cannot behave in a way that they ask their people not to. The way that leaders work and behave will be the best that they can reasonably expect from the people they lead. If leaders set low standards by their own actions and behaviors, then they are to blame for low standards in the people that they lead.

2.3   Persuasion Dos and Don'ts

Persuasion isn't all about selling. Nor is it trying to convince someone to agree with you. It's about getting to shared understanding and agreement. From there you work together to reach a mutually beneficial outcome. True leaders need to be good persuaders – in the case of tourism they need to persuade: a) customers that the services they offer are better that those of the competition and b) their employees that working for the company is beneficial for them. Thus, leaders need to accomplish objectives through people. They could choose to bully, dictate, or coerce people to get the work done, but how successful would that be in the long run? If they

use persuasion effectively, they will lead employees to want to reach a shared solution. Likewise, in any situation where you need to persuade someone to work with you or you want to promote your idea, if you badger them and sell excessively, you'll only create resentment. Establishing mutual understanding is what leads to an agreement; one that is negotiated not forced.

To develop effective powers of persuasion there are essentially four things you must do, and four things you must not do.[8]

Persuasion Dos	Persuasion Don'ts
Do... Establish Credibility Not everyone can be persuasive in all contexts. Sometimes credibility is based on expertise. When you are perceived as knowledgeable in, and experienced with, a particular subject, you are more persuasive. The other basis for building credibility is through relationships. When you have built a reputation for taking a genuine interest in the well-being of your team and peers, your proposals and ideas are infused with that trust as well.	**Don't... Rely Only on a Great Argument** An argument is one component of persuasion. One or two strong arguments can be used as evidence that your idea is good, but you need to connect those arguments to emotion, and make them real by creating powerful images of what things would be like if people adopted your viewpoint.
Do... Find Common Ground The next necessary element is making sure your position appeals to the audience. Establishing common ground is the closest you will get to "selling" your idea. There has to be an upside to your position so you need to determine what the benefits are. One of the most effective ways to do this is to analyse what has appealed to your audience in the past: Image out what your audience is interested in; meet with them and open up a dialogue about the issue at hand; listen to	**Don't... Make a Hard Sales Pitch** Everyone knows the hard-sell game. We are faced with it every time we go to make a major purchase like a car or home furnishings. What's the first thing you do in those situations? You get your back up and you resist, argue, or discount everything the salesperson says. You become opponents even before you know what you are fighting about. Turn the situation around and make your presentation appealing by finding out what your audience thinks, values, and

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[8] From "The Necessary Art of Persuasion" by Jay A. Conger, May-June 1998.

their ideas and concerns; run your ideas past people you trust first.	needs. Then compose a position that isn't a target for attack, but one that has real merit and substance.
Do… Produce Vivid Evidence To be persuasive, you have to back up your position with evidence that what you are saying makes sense. Having evidence to support your position is critical. However, factual data and piles of spreadsheets and charts are not highly persuasive. What people respond to is "vivid" evidence that brings your concept or argument to life. For example: use metaphors to relate the concept to a shared reality; supplement data with examples and direct experiences; think of analogies to make your ideas tangible.	**Don't… Take an "All or Nothing" Stance** Persuasion isn't about forcing someone to surrender to your will. There are many points of compromise and collaboration between your position and a shared agreement. If you are inflexible, how do you expect to build trust? If you're not prepared to compromise, the other person has no reason to believe you have their interests in mind and no reason to be convinced.
Do… Create an Emotional Connection No persuasive argument is complete unless you appeal to your audience's emotions. When done correctly it clearly establishes that you are plugged into your audience's needs and desires. So how do you appeal to emotions? You may: use your own emotions – this may mean showing emotions (enthusiasm and passion) or it may mean suppressing them (anger and frustration); sense the emotions of the audience – adjust your tone and intensity to fit your audience.	**Don't… Think You Have Only One Shot** Persuasion can take time to build. Many times, you will not win people over with your first attempt. People need time to process and assimilate what you are saying with their current perspectives, beliefs, and circumstances. A good persuader uses that to his or her advantage and layers his presentation using more and more of the "Do" elements each time.

2.4   The Persuasion Tools Model

The Persuasion Tools model can help you find the best negotiation approach to use, based on your level of intuition and your influencing capabilities. You can use the model to develop your influencing and persuasion skills, and become a better negotiator.
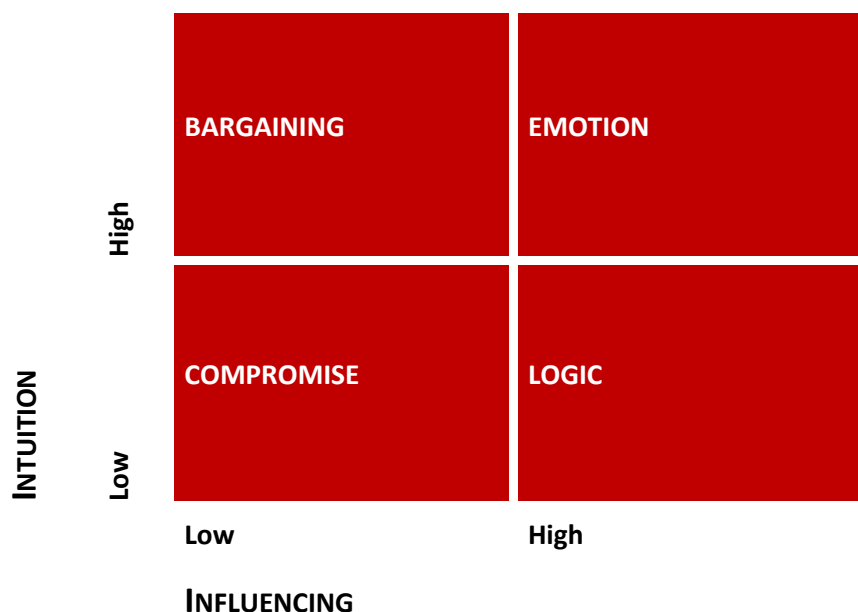
Image 2. *The Persuasion Tools Model[9]*

In this diagram, the horizontal axis represents influencing, which is a measure of your overall persuasion capability. The vertical axis represents the level of intuition required when using a certain negotiation style. The quadrants highlight negotiation approaches that may work best for you, based on your levels of intuition and your influencing skills. These approaches are emotion, logic, bargaining, and compromise. For example, if you have a low level of intuition but you're good at influencing others, the best approach would be to use logic in a negotiation. However, if you have low intuition and are poor at influencing others, the best approach would be to use compromise.

The Persuasion Tools Model can be useful for discovering your most effective natural negotiation approach. However, there are some limitations to the model. For example, there will be times when you'll need to use a mixture of emotion, logic, bargaining, and compromise

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[9] From Reynolds, A. (2003) 'Emotional Intelligence and Negotiation,' Hampshire: Tommo Press.

in your negotiations. So, to be an effective persuader and negotiator, you can't rely on perfecting just one of these skills, you need them all.

Group Activities and Role Plays

Exercise No.1

	MANAGEMENT VS LEADERSHIP
Aim (what for?)	To stimulate participants' leadership skills The aim of this activity is for participants to recognise that every leader can be a manager, but not every manager is a leader. This exercise is particularly appropriate for new and emerging leaders, to help them understand the difference.
Group (whom for?)	10-20 people, team work – teams of 2 people each This exercise can be used to encourage participants to discuss what makes a good manager and leader in the tourism industry. They must then identify their own strengths, and explore how they can improve.
Material needed	Manager vs Leader worksheet. A deck of competency flash cards for each participant (as described in the worksheet). Blank flash cards. A large, private room. Markers. A flip chart for each pair of participants. Star stickers. Dot stickers. Paper. Pens or pencils.
Duration	45 minutes
Description	The facilitator shall: Put participants into pairs.

Give each pair a stack of competency flash cards (with the managerial and leadership skills written on them – see the list below), and a small number of blank ones.

Ask them to organise their cards into two piles: one for leadership competencies and the other for managerial ones, considering them in a tourism business settings.

They can add new competencies on the blank cards, if they want to, or eliminate any that they don't think fit into either category.

After the teams have finished, bring the group back together to discuss the different answers. Ask one person from each pair to write up the results on a flip chart, so that everyone can see them. Next, pass out the sticker sheets of stars and dots. Ask the pairs to place stars next to the competencies they think they're good at, and put dots next to no more than five areas that they can improve in.

Manager	Leader
Has a short-term outlook	Has a long-range vision
Focused on how and when	Questions what and why
Looks at the bottom line	Looks at the horizon
Copies others	Has new ideas
Supports the status quo	Embraces change
Does things right	Does the right thing
Concentrates on improvement	Concentrates on innovation
Relies on position or authority for power	Power comes from personal influence
Technically proficient	Expert at selling the vision
Strong at administration	Skilled at dealing with ambiguity
Demonstrates skill in supervision	Demonstrates skill in persuasion
Concentrates on tactics	Focused on strategy
Draws up operating procedures	Establishes policies
Analytical approach to decision making	Intuitive decision-maker
Wary of risks	Accepts risks

Relies on base of data and facts	Goes with "gut" feelings
Builds success through quality control	Builds success through motivation and incentive
Prefers to stick to the rules	Looks to change to game
Plans all of the details	Plans the strategy to deliver the vision
Sets benchmarks of performance	Sets standards of excellence
Designs plans to achieve results	Plots the future direction by studying trends

Exercise No.2

	ESCAPE FROM EARTH
Aim (what for?)	To stimulate participants' persuasion skills
Group (whom for?)	10-20 people, team work – teams of 3-5 people each
Material needed	None
Duration	20 minutes
Description	It is the 23rd Century and you are being pursued by a squad of Androids from the Federation Against Expressionism, Individuality and Non-Conformism for your active participation in gratuitous hedonism. You have therefore decided to leave this planet in your space-mobile and head for the Octagon Galaxy. It is rumoured that this galaxy contains planets with communities and life-forms that resemble those found on earth in the late 20th century.

You have decided that you will gather together a number of like-minded individuals who are willing to undertake this journey. The questions to be answered are:

How will you persuade the people you want to take with you to start on that journey?

Identify some of the persuasion Dos and Don'ts that you shall follow in the process.

How would you use the Persuasion Tools Model in your case?

Which leadership style will you use, once you leave Earth and why? |

The facilitator shall:

Divide the group into teams of 3-5 members each;

Read them the assignment and give them 15 minutes to allocate the different roles amongst them (leader and followers) and decide on their course of action.

Ask one representative of each team to present the results of the respective team's discussions.

Exercise No.3

	THE PERSUADER
Aim (what for?)	To stimulate participants' persuasion skills
Group (whom for?)	10-20 people, group work
Material needed	None
Duration	10 minutes
Description	The trainer names a very common object (e.g. a brick), divides participants in pairs and asks 1 participant from each pair to persuade the other to buy the object by emphasising on all the applications of this object he/she can think of. Participants will then have to share the results of their discussions. The exercise can be then expanded, the trainer choosing a very common tourist service (e.g. accommodation) and asks training participants to identify additional services to offer to an imaginary customer, so that the price of this basic service is at least doubled.
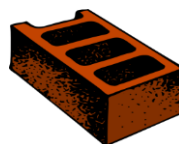
Self-Assessment Forms

Questionnaire for ex-ante self-assessment of training participants tourism-related entrepreneurship skills

How would you rate your level of knowledge on **leadership and persuasion** <u>before</u> following this Module on tourism entrepreneurship skills?

	Highly inadequate	Inadequate	Moderate	Adequate	Highly adequate
	1	2	3	4	5
I understand entrepreneurship skills' importance for the tourism industry					
I can identify different leadership styles					
I understand the concept of leading by example					
I can apply the Dos and Don'ts of persuasion					
I am able to explain and apply the Persuasion Tools Model					

Questionnaire for ex-post self-assessment of training participants tourism-related entrepreneurship skills

How would you rate your level of knowledge on **leadership and persuasion** <u>after</u> following this Module on tourism entrepreneurship skills?

	Highly inadequate	Inadequate	Moderate	Adequate	Highly adequate
	1	2	3	4	5
I understand entrepreneurship skills' importance for the tourism industry					
I can identify different leadership styles					
I understand the concept of leading by example					
I can apply the Dos and Don'ts of persuasion					
I am able to explain and apply the Persuasion Tools Model					

3.   Unit 3 Funding for a start-up enterprise

Financing is one of the most challenging issues young people can face in the beginning of establishing a startup. First of all, is the identification of the potential sources of funding, their requirements, and preparation of associated Applications.

There are two main types of financing; **equity financing and debt financing**[10]. Equity is the investors' financial stake in the business. With equity financing, an investor makes money available for use in exchange for an ownership share in the business. This could be as a silent or limited partner (not actively involved in the business) or as a shareholder.

3.1   Bank Financing

Many entrepreneurs will go to the bank for part of their business financing. This can be financing the start-up of the business or financing the growth of an existing business. Either way, bank financing plays a major part in the development of small business. Banks use a variety of tools to finance business. The two main types are **Lines of Credit** and **Term Loans[11]**.

- **Line of Credit**

Line of credit is a loan similar to a personal overdraft and is used to finance temporary shortages in cash caused by inventory and accounts receivable. A line of credit is often subject to margin requirements.

- **Term Loans**

Term loans are loans that are repaid over a fixed period of time – usually more than one year. A business may have several term loans at the same time financing different projects or assets. Term loans may or may not have fixed interest rates, depending on the terms and conditions. Usually, term loans are used to finance capital assets, although sometimes term loans are taken out to increase cash levels (current assets) in the business.

- **Leases**

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[10] https://businesslink.ca/starting-a-business/financing-your-business/
[11] https://www.investopedia.com/ask/answers/110614/what-difference-between-loan-and-line-credit.asp

Leases are similar to term loans. They are often called capital leases as the business has use of the asset, and an obligation to make the lease payment.

Lending Criteria - Many banks use the four C's to evaluate loan proposals. They represent[12]:

➢ **Cash Flow**: The ability to repay the loan with cash. This is measured using the Cash Flow Forecast in your business plan.

➢ **Collateral**: The value of internal and external security that may be liquidated. This is measured by taking the market value of the business assets and comparing this value to all outstanding term debts.

➢ **Character**: Aspects about the business owner or owners, which lead you to believe in their credit worthiness. Banks often use the business owners' personal history to determine attitudes towards credit. They will also look at the technical and business skills presented in the business plan.

➢ **Commitment**: The financial commitment by the owners in this business venture. This is measured by examining the equity or shareholders loans in the business, and the retained earnings history of the business.

Personal Loan Guarantees[13]

When a small corporation borrows money from a bank, the shareholders will often be required to sign what is known as a personal loan guarantee. This is like the individual co-signing a loan granted to the corporation. It means that if the corporation (business) defaults on the loan then the individual shareholders must re-pay for the corporation. It is not unusual for the spouses of shareholders to sign guarantees as well. This prevents the guarantor (the person who signs the guarantee) from transferring their net worth to their spouse. Personal loan guarantees are required for most business loans.

3.2 Crowdfunding platforms

Crowdfunding has rapidly become a premier way for entrepreneurs to get their startups funded. This practice involves getting a large group of people to support the company with relatively small amounts of money each and a relatively small risk for them to take. Any type of organisation can launch a crowdfunding campaign. SMEs, artists, innovative

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[12] https://www.thebalancesmb.com/the-4-c-s-of-credit-for-business-loans-398030
[13] https://www.entrepreneur.com/article/52732

startups, and social entrepreneurs may all benefit from different forms of crowdfunding. Two of the most popular crowdfunding platforms are **Kickstarter** and **Indiegogo**[14].

3.3 Getting a government grant or loan

Many governments are offering convenient loans or full-on grants for aspiring entrepreneurs[15]. As new businesses are a large source of economic growth in industrialized economies, governments have it in their best interests to support the individuals looking to throw their chip into the ring.

3.4 Investors

An investor is a (usually) wealthy person or person who otherwise has control over some pool of assets, who invests money into a project in exchange for shares, which means they are not neutral actors in a business. Investors have expectations that the money they invested will be used in wise ways, such as for expanding market share through marketing, and not wasting funds on unnecessary expenditures. Second, investors by definition expect a return on their investments within a certain period—this return is often a 10x return within up to 5 years.

Investors fall into three main groups: personal, venture, and angel investors[16].

a)   **Personal investors** are typically in the form of friends and family.

b)   **Venture Investors, or Venture Capitalists**, usually come in the form of experienced investors looking to make large returns by investing in business ideas. They will rarely be interested in pouring money into a new/unproven idea and will demand a track record and some demonstrable value before placing money into a business endeavor.

c)   **Angel Investors** are investors who are looking to give relatively small amounts into businesses usually in exchange for equity and will often be tolerant of other forms of growth besides revenue.

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[14] https://www.lifewire.com/kickstarter-vs-indiegogo-3485780
[15] https://www.investopedia.com/terms/g/government-grant.asp
[16] https://www.fundable.com/learn/resources/guides/investor/types-of-investors

A business angel is a private individual, often of high net worth, and usually with business experience, who directly invests part of his or her personal assets in new and growing private businesses. In contrast to **Venture capitalists**, angel investors may not require a part-ownership of the company. Instead, he or she may request a percentage of return on her/his investment. But, as with venture capitalists, there will be situations where angel investors require ownership and management decisions in your company.

3.5   Incubators and Accelerators

A business **incubator** is a company that helps new and startup companies to develop by providing services such as management training or office space. Startup **accelerators**, also known as seed **accelerators**[17], are fixed-term, cohort-based programs that include seed investment, connections, mentorship, educational components, and culminate in a public pitch event or demo day to accelerate growth.

4.   Unit 4 Development of a Business Plan

Following the overview provided in the section 3, in the Module 1, this learning section will provide knowledge and correct definition of a business plan and how to make a business plan. Main aim is the understanding the importance of a business plan and how to implement one, the components that need to be included in the business plans e.g. Vision/ Mission Statement, executive summary, market analysis etc. A business plan is basically a written and illustrated description of the future of an enterprise, a plan on what is to be done, how it will be done and when. Business plans appear in different forms and can cover different contents. Business plans are inherently strategic. A business plan is all about how to start counting on certain resources and abilities and how far will get to a point in the future (usually three to five years out) at which time the business will have a different set of resources and abilities as well as greater profitability and increased assets.[18]

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[17] https://www.techrepublic.com/article/accelerators-vs-incubators-what-startups-need-to-know/
[18] https://www.entrepreneur.com/article/281416

A business plan will help anyone who wants to start a business to identify the feasibility of his/her business idea:

• Is there a market & how much can you sell

• Do you have the skills needed to run the business

• Can the business make a profit

• Operating Plan

• Identify opportunities & avoid mistakes

• Create budgets & projections

• Communicates your idea if you need to sell your idea

• How much financing do you need

• Forecast profitability & investor return

• Forecast cash flow

In the link below there is a completed **Business Plan** guide and template to take as an example.

https://www.business-in-a-box.com/

4.1   Executive summary

The executive summary should be 1–2 pages long, and provide an overview of the business concept, key objectives of the business and the plan, ownership structure, management team, the product or service offering, target market(s), competitive advantages, marketing strategy, and a summary of the financial projections.

4.2   Business Overview

In the Overview, include details regarding the business's history, vision and/or mission, objectives, and the ownership structure.

4.3   Products and Services

Expand upon the products and services, including features and benefits, competitive advantages, and,

7 Key Sections of Business Plan

1 Executive Summary
Overall business concept, key objectives, ownership structure, management team, product and service, target, competitive advantages marketing strategy, financial projection.

2 Business Overview
All details include business' history, vision & mission, objectives, your ownership structure

3 Products and Service
Expand upon your products and services, including features and benefits, competitive advantages

4 Industry Overview
It is your opportunity to demonstrate your business by discussing the size & growth of your industry, the key markets and which markets you'll be targeting.

5 Marketing Strategy
Describe your target market segments, your competition, differentiate your products or services, setting price, how to manage distribute, create talk of the town promotion to generate sales volume.

6 Operation Plan
Including profile of management team, Human Resources Plan, Business & Factory Location, production plan, overview of daily Operation.

7 Financial Plan
including income statements, pro-forma balance sheets, and monthly cash flow and annual cash flow statements.

if marketing a product, how and where the products will be produced.

4.4   Industry overview

The Industry Overview is the opportunity to demonstrate the viability of the business by discussing the size and growth of the industry, the key markets within the industry, how the customers will buy the products or services, and which is the market target.

4.5   Marketing Strategy

Description of the target market segments, the competition, the difference of products or services, and the products' or services' unique selling proposition (USP).

Social Media Marketing for Tourism marketing

Social media marketing is a powerful way for businesses of all sizes to reach prospects and customers. Your customers are already interacting with brands through social media, and if you're not speaking directly to your audience through social platforms like Facebook, Twitter, Instagram, and Pinterest, you're missing out! Great marketing on social media can bring remarkable success to your business, creating devoted brand advocates and even driving leads and sales.

Social Media Marketing 101: What Is Social Media Marketing?

Social media marketing, or SMM, is a form of internet marketing that involves creating and sharing content on social media networks in order to achieve your marketing and branding goals. Social media marketing includes activities like posting text and image updates, videos, and other content that drives audience engagement, as well as paid social media advertising.

Social Media and Marketing: Start with a Plan

Before you begin creating social media marketing campaigns, consider your business's goals. Starting a social media marketing campaign without a social strategy in mind is like wandering around a forest without a map—you might have fun, but you'll probably get lost.

Here are some questions to ask when defining your social media marketing goals:

What are you hoping to achieve through social media marketing?

Who is your target audience?

Where would your target audience hang out and how would they use social media?

What message do you want to send to your audience with social media marketing?

Your business type should inform and drive your social media marketing strategy.

For example, an e-commerce or travel business, being highly visual, can get a lot of value from a strong presence on Instagram or Pinterest. A business-to-business or marketing company might find more leverage in Twitter or Linkedin.

How Social Media Marketing Can Help You Meet Your Marketing Goals

Social media marketing can help with a number of goals, such as:

- Increasing website traffic
- Building conversions
- Raising brand awareness
- Creating a brand identity and positive brand association
- Improving communication and interaction with key audiences

The bigger and more engaged your audience is on social media networks, the easier it will be for you to achieve every other marketing goal on your list!

Social Media Marketing Tips

Ready to get started with marketing on social media? Here are a few social media marketing tips to kick off your social media campaigns:

Social Media Content Planning — As discussed previously, building a social media marketing plan is essential. Consider keyword research and competitive research to help brainstorm content ideas that will interest your target audience. What are other businesses in your industry doing to drive engagement on social media?

Great Social Content — Consistent with other areas of online marketing, content reigns supreme when it comes to social media marketing. Make sure you post regularly and offer truly valuable information that your ideal customers will find helpful and interesting. The content that you share on your social networks can include social media images, videos, infographics, how-to guides and more.

A Consistent Brand Image — Using social media for marketing enables your business to project your brand image across a variety of different social media platforms. While each platform has its own unique environment and voice, your business's core identity, whether it's friendly, fun, or trustworthy, should stay consistent.

Social Media for Content Promotion — Social media marketing is a perfect channel for sharing your best site and blog content with readers. Once you build a loyal following on social media, you'll be able to post all your new content and make sure your readers can find new stuff right away. Plus, great blog content will help you build more followers. It's a surprising way that content marketing and social media marketing benefit each other.

Sharing Curated Links — While using social media for marketing is a great way to leverage your own unique, original content to gain followers, fans, and devotees, it's also an opportunity to link to outside articles as well. If other sources provide great, valuable information you think your target audience will enjoy, don't be shy about linking to them. Curating and linking to outside sources improves trust and reliability, and you may even get some links in return.

Tracking Competitors — It's always important to keep an eye on competitors—they can provide valuable data for keyword research and other social media marketing insight. If your competitors are using a certain social media marketing channel or technique that seems to be working for them, considering doing the same thing, but do it better!

Measuring Success with Analytics — You can't determine the success of your social media marketing strategies without tracking data. Google Analytics can be used as a great social media marketing tool that will help you measure your most triumphant social media marketing techniques, as well as determine which strategies are better off abandoned. Attach tracking tags to your social media marketing campaigns so that you can properly monitor them. And be sure to use the analytics within each social platform for even more insight into which of your social content is performing best with your audience.

Social Media Crisis Management — Things don't always go swimmingly for brands on social media. It's best to have a playbook in place so your employees know how to

handle a snafu. Check out our guide to social media crisis management to see examples of the worst social media disasters, plus tips on how they should have been handled.

Using Facebook for Social Media Marketing

Facebook's casual, friendly environment requires an active social media marketing strategy. Start by creating a Facebook Business Fan Page. You will want to pay careful attention to layout, as the visual component is a key aspect of the Facebook experience. Facebook is a place people go to relax and chat with friends, so keep your tone light and friendly. And remember, organic reach on Facebook can be extremely limited, so consider a cost-effective Facebook ad strategy, which can have a big impact on your organic Facebook presence as well!

Using Pinterest for Social Media Marketing

Pinterest is one of the fastest growing social media marketing trends. Pinterest's image-centered platform is ideal for retail, but anyone can benefit from using Pinterest for social media purposes or sales-driving ads.

Pinterest allows businesses to showcase their product offerings while also developing brand personality with eye-catching, unique pinboards. When developing your Pinterest strategy, remember that the social network's primary audience is female. If that's your demographic, you need a presence on Pinterest!

Using Twitter for Social Media Marketing

Twitter is the social media marketing tool that lets you broadcast your updates across the web. Follow tweeters in your industry or related fields, and you should gain a steady stream of followers in return.

Mix up your official tweets about specials, discounts, and news with fun, brand-building tweets. Be sure to retweet when a customer has something nice to say about you, and don't forget to answer people's questions when possible. Using Twitter as a social media marketing tool revolves around dialog and communication, so be sure to interact as much as possible to nurture and build your following.

Using LinkedIn for Social Media Marketing

LinkedIn is one of the more professional social media marketing sites. LinkedIn Groups is a great venue for entering into a professional dialog with people in similar industries and provides a place to share content with like-minded individuals. It's also great for posting jobs and general employee networking.

Encourage customers or clients to give your business a recommendation on your LinkedIn profile. Recommendations makes your business appear more credible and reliable for new customers. Also browse the Questions section of LinkedIn; providing answers helps you get established as a thought leader and earns trust.

Using YouTube for Social Media Marketing

YouTube is the number one place for creating and sharing video content, and it can also be an incredibly powerful social media marketing tool. Many businesses try to create video content with the aim of having their video "go viral," but in reality those chances are pretty slim. Instead, focus on creating useful, instructive "how-to" videos. These how-to videos also have the added benefit of ranking on the video search results of Google, so don't under-estimate the power of video content!

Location-Based Social Media Tools

Social media platforms like Yelp and FourSquare are great for brick and mortar businesses looking to implement marketing on social media. Register on these sites to claim your location spot, and then consider extra incentives such as check-in rewards or special discounts. Remember, these visitors will have their phones in hand, so they will be able to write and post reviews. A lot of good reviews can significantly help sway prospective visitors to come in and build your business!

Using Reddit for Social Media Marketing

Reddit, or similar social media platforms such as Stumble Upon or Digg, are ideal for sharing compelling content. With over 2 billion page views a month, Reddit has

incredible social media marketing potential, but marketers should be warned that only truly unique, interesting content will be welcomed. Posting on Reddit is playing with fire—submit spammy or overtly sales-focused content and your business could get berated by this extremely tech-savvy community.

If you have content you believe the Reddit community (majority is young, geeky, liberal, and internet-obsessed) would enjoy, you could reap tremendous benefits and earn valuable traffic.

Using social media in marketing does more than improve site traffic and help businesses reach more customers; it provides a valuable venue for better understanding and learning from your target audiences.

- Discuss product or service pricing and promotion, including how the promotional programs will appeal to each of the target market segments.
- Provide a plan of traditional and guerrilla marketing tactics, such as tradeshows, press-magnet events, social media marketing (e.g. Facebook, Twitter, etc.), networking, and print, media, or online advertising. Include the cost associated with each tactic.
- Describe how the products or services will be sold (e.g. storefront, online, wholesalers), and the target markets' buying cycle.

4.6   Operations Plan

Provide a profile of the management team, the human resources plan, the business location(s) and facilities, the production plan (if selling a product), and an overview of day-to-day operations.

4.7   Financial plan

The most important, part of a plan, it's worth dedicating up to 80% of the time to writing this section. The need to show three years' worth of projected financial statements, including income statements, pro-forma balance sheets, and monthly cash flow and

annual cash flow statements. Summarize each statement into a few easy-to-understand sentences and put these in a cover page for the statements.

5.   Unit 5 Getting a Bank Loan

Many new small firms' entrepreneurs, based on an idea which seems promising to them, decide to make their first move using their own savings and, quite often, their family and friends' savings. This initial investment however may not be sufficient to keep the new firm going for too long! Getting a small business loan to supplement the owner's capital, may soon become unavoidable. Many new entrepreneurs consider this to be a major hurdle facing small businesses, mainly due to the lending criteria and tight standards used by banks in evaluating loan requests presented by enterprises, especially by new and small ones. Obtaining outside financing is often necessary to start or grow a business or cover day-to-day expenses. Applying for and getting approval for small business loans may be difficult and it is for this reason that the more prepared you are, the better. In the following few pages we will go through some of the Basic Steps of what such a preparation implies.

5.1   Getting a Loan for your new Enterprise – Basic preparatory Steps

➢   ***Step 1: Clarify why do you need this loan?***

One of the first questions that a bank officer will ask you is "***Why do you need this loan***". Your answer has to be clear and precise, since this will likely reflect how well you have prepared yourself for becoming an entrepreneur in the first place.

In this sense, your bank loan may, at first, serve one of the following objectives:

•**To start your business.**

•**To manage day-to-day expenses.**

Later on, you may develop new needs and the loan requests may be related to plans to grow your business. In all cases, an additional motive for a bank loan may be to ensure that the business has some sort of a financial safety cushion, since revenues resulting from sale of products or services are not always synchronized with flow of expenses that need to be made. Such a cushion may also be needed in case something unexpected happens that needs to be taken care of quickly in order to avoid disruption of normal operations.

➢   ***Step 2: Explore available types of loans and Decide which type of loan is best for you.***

Your reasons for needing the loan will, to a large extent, dictate the type of small-business loan you should seek to obtain. If you're starting a business, it may be difficult to get a loan in your company's first year! Lenders require evidence of cash flows sufficient to support repayments of the loan, so startups are typically immediately disqualified from financing. It will therefore be necessary to explore further other available options, since there may be special funding schemes for small new firms. Such schemes are usually operated by Banks or by Special institutions and their terms are determined by special arrangements made between the Banks, the National Governments and, in some case, international institutions (e.g. The European Commission, The World Bank). Furthermore, as your "market research" will show, the terms that such schemes offer are frequently better and more affordable. The need however for "good preparation" and "convincing presentation" of your loan request, remains and should be handled in an efficient manner.

➢ **Step 3: Determine the best type of small-business lender(s) to be approached**

You can get small-business loans from several sources, including banks, nonprofit microlenders and other, depending on the circumstances prevailing in each country. There may also be special lending institutions set up to serve specific types of new businesses, e.g. agricultural business, tourism enterprises, new enterprises in rural areas etc. These lenders offer various types of loans and it is certainly appropriate to say that you should approach "loan shopping" just as you would shopping for a car! To conduct such a "market research" you may need some external advice, also made available through institutions specialised on small firms' support and development.

➢ **Step 4: Find out if you qualify.**

Once you have identified and shortlisted the 2-3 loans' providers offering the best terms, continue examining whether your enterprise's request for a loan is likely to qualify. Factors that will be considered have to do with your enterprise's history, its performance and its prospects. Your own personal characteristics may also be considered, since, besides explaining the past, they may also impact on the firm's future.

Indicatively, crucial questions to be considered, are the following:

•How long have you been in business?

Lenders (banks or other) will consider how long your business has been operating. You need to have been in business for at least some minimum number of years to qualify for most bank loans.

•Do you make enough money?

Many online lenders require evidence a minimum annual revenue. Before you apply, know yours and find out the minimum a given lender requires.

•**Can you manage to make the repayments for the loan that you may get, if your request is approved?**

Look carefully at your business' financials — especially cash flows — and evaluate how much you can reasonably afford to spend towards loan repayments. Some lenders require frequent repayments (e.g. twice a year), so take this into account too.

➢ *Step 5: Gather your documents for submission to the lender organisation.*

Once you have compared your options, it is time to apply for the loan that fits your financing needs and that you qualify for.


Depending on the lender's requirements (another important issue on which you have to be fully informed), you will need to submit a File containing a variety of documents, together with your Application. These documents may, indicatively, refer to the following:

▪ Business and personal tax returns

▪ Business and personal bank statements

▪ Business financial statements

▪ Business legal documents (e.g., articles of incorporation, commercial lease, franchise agreement)

▪ Your business' Business Plan, with an Executive Summary summarizing the Plan's various parts. Follow Guidelines presented in Part A of this Module.

▪ Short description of experiences of the key persons involved in the business. Emphasis should be put on their characteristics supporting the enterprise's present operations and its future competitiveness and development prospects.

➢ **Step 6: Present your case to Lender's Officers**

Once you have submitted your Loan Application, the Lender's officers will process your request and, depending on the submitted File's comprehensiveness, they may reject or provisionally approve your request, pending further clarifications and negotiations. In the latter case, you may be invited to present and defend your request in person and provide answers to questions.
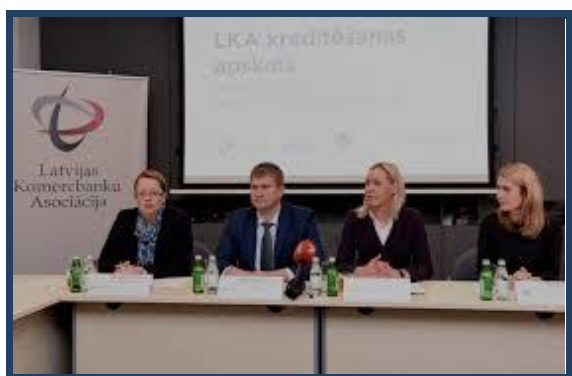
It is obviously of paramount importance to prepare yourself for meeting such a challenge! You know better than anybody else the technical, economic and managerial aspects of your business – e.g. what it does or intend to do, what it takes to be competitive, given the market's structure and competitors' practices and, most important, how you can convincingly present its prospects and its capability to comply with the terms of the loan requested, if approved.

Resources

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18 https://www.entrepreneur.com/article/281416

Module	**Intellectual Output 2: E-Learning Curriculum**
	Module 3: Technologies
Contributors	**Sofia Tsiortou, Drosostalida (EL)**
Type	**Training content - Public**

LEARNING OBJECTIVES MODULE 3

This module will present the technologies augmented reality - AR, virtual reality - VR and digital communication in terms of interfaces encountered. The first unit will elaborate on the fundamental concepts of the two technologies and their possible application fields, while the second unit, will elaborate on the technical aspects and equipment for the two technologies but also a general guide for AR and VR development. The third unit will present digital communication and digital interfaces and how users can use digital communication environments and their most common found features. Each unit is accompanied by 5 multiple choice questions where the user can test their acquired knowledge.

Aim of the module: The aim is to familiarize the user with the two technologies AR and VR, facilitate their acquisition of skills and competences to understand and create AR and VR content, as well as increase their capabilities for digital communication using various digitized interfaces.

Key terms:

- Augmented Reality
- Mixed reality
- Virtual reality
- Digital communication
- Digital interfaces
- Immersion
- Presence
- Field of View

Glossary:

- **Augmented Reality**: is an interactive experience of a real-world environment where the objects that reside in the real world are enhanced by computer-generated perceptual information.

- **Mixed reality**: a merger between the real and virtual worlds which defines the coexistence and interactions of physical objects and virtual objects.

- **Virtual reality**: is a simulated experience that can be similar to or completely different from the real world. Applications of virtual reality include entertainment (e.g. video games) and education (e.g. medical or military training).

- **Digital communication:** electronic transmission of information that has been encoded digitally (as for storage and processing by computers)

- **Digital interfaces:** is the medium through which humans interact with computers. Interfaces represent an amalgamation of visual, auditory, and functional components that people see, hear, touch, or talk to as they interact with computers (digital devices).

1.   Unit 1 Virtual and Augmented reality technologies

1.1   Augmented Reality

This unit will introduce Augmented Reality (AR) and Virtual Reality (VR) and state the differences between the two technologies, list their features as well as present the most common applications of the two technologies. The main aim is for the user to be able to explain the characteristics of both, present their functionalities and understand their usability, and their benefits when used.

The learning objectives:

When you have completed this unit, you will be able to:

1.   List the characteristics of AR and VR,

2.   List the most used components of AR and VR,

3.   Understand the use of AR and VR,

4.   Present the benefits of AR and VR,

5.   Discuss the most common use of AR and VR applications.

1.1.1   What is Augmented Reality – AR?

Augmented reality, or in short AR, can be defined as a live and direct or indirect, view of a physical real-world environment whose elements are augmented by computer-generated sensory input such as sound, video, graphics or GPS data (Wikipedia). As such, one can describe augmented reality as an addition of a computer assisted layer of information over the real world (what a person sees).

Similarly, AR is usually found in concepts where people or organisations wish to enhance a natural environment or a situation, enriched with a digital experience. The most common characteristics of an AR experience or application are that:

-    It combines virtual and reality to form the augmented, new reality,

-    It always takes place in real time,

-    It can be rendered in 3D,

-    It needs a digital device to function such as a smart phone or a tablet.

AR is used to enhance the reality of a user in a given context and from research it can be stated that it is mostly used in marketing, advertising and education. AR generates a new scene which is non-immersive (in contrast to VR) and allows for great tracking accuracy thanks to the GPS system. As AR is becoming more and more used and more competitive in its usage, AR

applications can be easily developed by anyone. What is required to create an AR application are the following:

- A smartphone with a camera, a laptop camera or a PC camera,

- Positioning/tracking, for superposing the virtual content onto the real world with the image device in the proper position to render the image. This is done by the user of markers or GPS. The markers can be an image, an icon, a logo etc.

- The related software for allowing the positioning information to be integrated / combined with other information the user sees.

- The display device i.e., the smartphone, the AR goggles, or laptop etc.

Thus, by positioning your smart phone and scanning a marker or a trigger image, the virtual content will appear on the screen of your phone, superimposed on the real content i.e., a natural leaflet. Once the virtual content appears, you can, with your fingers on your screen, move it around, interact with it and view information such as a video.

Have you ever used Snapchat? PokemonGo? If yes, you are already an AR user!

1.1.2   How is Augmented reality used?

Augmented and virtual reality fall under the spectrum of mixed reality with Mr. Paul Milgram conceiving the reality-virtuality continuum. This is a scale describing the possible combinations between what is real i.e., the real objects and the virtual objects. The one part of the scale is the real environment leading towards the right part of the scale which is the virtual environment. (see diagram below)
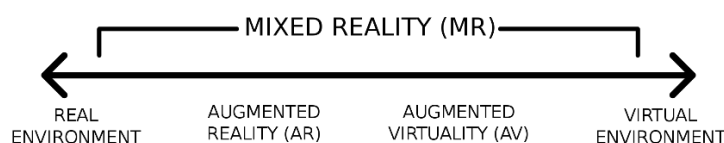

Image 1: Paul Milgram's virtual reality continuum scale

Taking the observation above into consideration and the most common use of AR in the last five years, it can be said that AR has a considerable application area and potential. Currently, we can find it utilized in:

- education,

- business and marketing,

- medicine,

- games and sports,
- entertainment,
- engineering,
- arts and design,
- real estate and architecture,
- and many other fields.

There is no limitation to the AR applicability as it offers important advantages in terms of producing and testing simulation and scenarios in a safe environment. The users enjoy an enhanced reality with great visualization, thus improving their training capacity and possible communication and interaction with other users. Let us elaborate the AR usage in some of the above-mentioned areas:

Education: imagine you are a trainer in marketing and tourism, and you need to train your students in creating a marketing leaflet for a hotel. Traditionally, you would present in class, using PPT and videos, perhaps even organizing a study visit. You would hand out leaflets and discuss characteristics, design concepts and marketing concepts. But how will AR help you? What can AR differentiate in your classroom?

Self-reflection exercise: Take 3-5 minutes and write down in a piece of paper how AR can help your training session. If you want, you can discuss this with your peers or your trainer.

AR can make the learning process more interactive, engaging and more fun. Through the use of markers (similar to QR images/codes), it improves communication making abstract information and data more easily comprehendible and more visual. Furthermore, through its ability to create multiple and diverse scenarios, the trainee can themselves navigate through the information and stimulate their learning. For example: by adding a marker on a leaflet, the tourist can directly scan it with their mobile phone and view a video of a room in a hotel or the spa facilities with voice presentations and buttons directly linking to booking sites. They can view the inside of a hotel or see video presentations presenting advantages of staying at that hotel. Directly, the physical marketing leaflet has been transformed carrying additional information, digital content and links to further interactions.

Similarly, this immediate visualization of information allows any trainee to learn by interaction and stimulates the uptake of knowledge. For example, in medicine, the trainees can use AR in visualizing human anatomy layer by layer integrated with assessment and extra videos for in-depth emphasis.

This extension of the physical world with a virtual overlay whether you have iPad, Android, or a smartphone allows teachers and trainers a plethora of options in a classroom. By the scanning of an image trigger in the physical world with an AR app a new layer of information will appear. Teachers can hence, link classroom information directly to web sites, videos, audio recordings, or even ready 3D models accessible from databases. Posters can come alive with trigger images, audio playing enticing and motivating students for learning.

> *"Augmented reality is ability to bring the digital world into our physical world. Digital content overlaid onto physical objects gives us the ability to bring learning content into the classroom like never before. When learning about the Solar System, you can have students read an article, look at pictures, or watch a video, but with augmented reality you can put the entire Solar System on their desk in 3D to interact with. That is powerful!"*
>
> *Drew Minock - @TechMinock*

Business and marketing: when you are working in marketing or any field where you wish to sell services and products, presentation is key. You need to state your competitive advantage in a short time frame and gain a customer. Using AR helps you differentiate from your competitors, but you are also offering your customer a different experience. For example, you can with a marker, help your customer select clothes, furniture, styling products, car parts etc. where they can superimpose your products directly on their living room, on their face, on their car etc. The benefits of this are huge since little further explanations or selling action is needed by you.

Tourism: as a tourist provider of i.e., historical tours, AR can enhance a user experience of a site by introducing aspects that a tour guide cannot show i.e., a link to a video of a movie showing a war taking place at the site, an armor or other dressing codes of the era and many more.

How AR is used is limited only to the imagination of its creator since AR allows for an improved user experience through a diversity of digital means with limited equipment.

Question: Do you think that you need complex programming skills in order to create AR content?

AR has become a WYSIWYG tool technology (**W**hat**Y**ou**S**ee**Is**W**hat**Y**ou**G**et) allowing any interested person to create, use and interact with it. There are three basic steps in order to create AR content and they are:

Step 1: Create trigger image (marker) and the content to be displayed. The marker image should be high in contrasting colours and can be an image, GIF, a video, a 3D object etc.

Step 2: Select the correct tool available in your classroom device to optimize the experience.

Step 3: Experience the AR content through your device.

In the next unit, a step-by-step guide will be presented to you, training you to create AR and VR content.

Activity 1 for self-reflection

Go online and search 3 more AR implementation areas. This unit has mentioned several above and how AR is used but as mentioned, the AR potential is great. The areas you can search can relate directly to your own interests or fields of study.

Write them down and try to reflect on the benefits they offer its users.

Activity 2

Find out what proximity marketing is and how it can be used. Write as short summary of its definition, use and benefits for businesses and suggestions on how young people who wish to start an enterprise can use it. Post your summary for your peers to read. A good starting point is to visit the AR software site Beaconstack.

Activity 3

Write the definitions for at least 2 of the following:

- Proximity marketing with AR

- geofences

- geolocation

- surface tracking

Activity 4

Locate at least 2 software creating AR experiences using markers. Post your finding to your peers and discuss.

1.2 Virtual Reality

1.2.1 What is Virtual Reality – VR?

According to Wikipedia virtual reality refers to artificial environments generated by a computer which offer a simulation of reality so realistic that the user can have the feeling of being physically present in certain imagined worlds.

Virtual reality goes back a long time, at least six decades, with NASA Ames Research in the 80s being the ones introducing the headgears with gloves to enable the tactile interaction through the Virtual Interface Environment Workstation (VIEW).

In contrast to AR, virtual reality allows the visualization and manipulation of objects in full immersion i.e., using goggles. The user is completely surrounded by the created virtual reality and can interact through directly in this environment either through the headset, a remote control or the headset he/she wears. This is called immersion: the feeling of being part of the virtual environment, while also psychologically – the user's state of mind – is being immersed as well.

As technology progressed and more complex equipment became available, virtual interaction became an even greater interest for people to explore. The ability to visualize and manipulate objects, which usually were not accessible in real life, made it even more interesting and motivating for users and companies to create. At that period, the key terms associated with VR were coined:

- **Virtual environment**: a surrounding created by the interaction between a human user and a computer-generated world". (Slater, 1994)

- **Immersion**: the feeling of being part of the virtual environment". (Vince, 1998)

- Interaction: modifying the virtual environment by user's actions.

- **Presence**: a state of consciousness, the (psychological) sense of being in the virtual environment". (Slater & Wilbur, 1997)

- **Field of view – FOV**: the extent of the observable world/environment at any given time. The wider the FOV, the better the immersion experience.

- **Headset**: an apparatus worn on head (**HMD**-Head Mounted Display) that covers the user's eyes for an 3D immersive application.

- **CAVE**: immersive VR environment, projectors being directed to between three and six of the walls of a room-sized cube.

The technology expanded along with the research, allowing for the first time a human user to be completely immersed in a 360-degree, virtual environment by looking and interacting with objects, within the virtual world.

The most common equipment related to VR is the headset which has throughout the years, become increasingly sophisticated and easier to use. There is a wider range of headsets currently in the market in various price ranges. For example, the Google cardboard head-set which is the cheapest, to more advanced technological head gear.

Image 2: cardboard headset

Image 3: VR headset with pointer

Image 4: VR headset

The VR headsets usually include the following components:

- A mobile phone or computer for the content,
- A display,
- The lenses,
- The controls and tracking sensors,
- Audio.

For additional information, you can watch the following YouTube video (English) which explains how VR is used:

https://www.youtube.com/watch?v=Gdja6lxM610&ab_channel=Socratica

Activity 1: **Think of the first time you heard or tried Virtual reality. Which equipment did you use? Do you remember how it made you feel?**

As technology evolves, VR equipment development follows. This equipment improves the user experience, interaction and control. You can find data gloves, leap motion technology to further enhance hand movements and equipment which allows other simulations to take place such as the treadmill VR simulators.

Activity 2: Search online for what haptic feedback in VR is and how this improves the user experience. Post your response to your peers.

Now that you know what virtual reality is, let's continue the unit with how it is used.

1.2.2 How is Virtual reality used?

As VR equipment and technology became increasingly available, the use of VR expanded. Today, we can present several types of Virtual environments with possible different uses for each:

- Immersive virtual environments (CAVE-HMD (see previous sub-unit)

- Semi-immersive virtual environments

- Non-immersive virtual environments

The user or the organisation applies and designs its VR use depending on their final aim and objectives of the task at hand. In addition, VR use is adopted to the business context and targeted users. What all the above however, have in common, is that the created digital world and equipment create a feeling of presence in a real environment when actually the user is within a digital world.

Specifically, the characteristic of VR and the difference with AR, is that VR completely immerses a user into a digital environment through the equipment it uses. Thus, VR usage can reproduce advanced and complex situations and scenarios where reality would pose obstacles. For example, simulation of a flight cockpit, a surgery, a deep-water rescue mission, the anatomy of the human body etc.

So how is it used?

For VR applications, the most common instance involves using an already developed app (such as a training video, a game, 360 videos, etc.) and a pair of VR glasses. For example: One can download and install a VR app from a smartphone's Play Store and use inexpensive VR glasses such as the Google Cardboard ones. The user starts the application, places the phone within the

Cardboard glasses and straps the VR glasses on the head. Depending on the app, this can be controlled using the user's gaze, a remote control or the Cardboard lateral button.

Education: as mentioned above and according to xd.adobe Emerging Technologies, VR bridges the gap between educators and learners. With VR, distance learning tools can place educators and learners together in the same room with digital representations of themselves — teachers can teleport into the VR world and guide students through their experiences. Think of the endless possibilities! As technology becomes more manageable and cheaper, this is not a far-fetched notion.

Activity 1: Visit this website and read about 10 ways VR is already being used in education by Marianne Stenger, https://www.opencolleges.edu.au/informed/edtech-integration/10-ways-virtual-reality-already-used-education/

Virtual reality content does require a particular set of skills to develop, which might hinder educators to try due to lack of knowledge and time to invest. In addition, VR although very efficient and successful in some educational fields i.e., space training, medicine and engineering, has not taken on as quickly as investors hoped.

Can you think of possible reasons why?

One of the reasons is the equipment and headset needed to be worn. Another is the content which if you are a trainer can understand, needs to be specific and learning outcome based. Buying training material of the shelf renders it too generic and having a company design this for you, renders it expensive. Luckily, as big players are investing into this technology, it can only mean that equipment will get leaner and cheaper, and more specific training AR worlds will be available. In activity 1, you read about 10 different uses with AR in education, did you find a favorite? Next you can try a YouTube video with VR experiences that look and feel very real, https://www.youtube.com/watch?v=9TCHlT3B24w&ab_channel=NerdVid.

1.3 Benefits of AR and VR in education – which are they?

Mr. Nelson Mandela stated that "*Education is the most powerful weapon which you can use to change the world,*'' and we believe that as educators, we need to embrace new technologies and new tools that might alter and increase the learner's motivation to learning.

There are benefits to using AR and VR inside a classroom and many educators are embracing them as tools, but as mentioned above, there are obvious restriction barriers such as the cost and lack of knowledge. In addition, some educators might consider AR and VR as entertainment and not as effective educational tools (EdTech report), and combined with the equipment size, opt not to use them. Demand for AR and VR is however growing, and educators should at least consider learning the benefits of these technologies and use them as a multidisciplinary approach to deliver education.

Let us list some additional benefits:

-         **Increase learners' creativity and imaginations**: this can help learners explore additional academic interest but also help them understand concepts better. An example: language courses where they can be immersed in a virtual environment and converse with other trainees in a simulated scenario i.e., a restaurant, a tour, a hotel etc.

-         **Cultural training**: through simulating scenarios, and especially in the tourism sector, being able to interact and learning about a different culture is imperative and an important skill. VR and AR facilitate one person's ability to understand another person's culture and value. Another example is a virtual trip to a country to learn and interact.

-         **Mixed reality**: educators can combine AR, VR and classroom training to improve learners' outcomes, since this combination improves retention and recall.

Can you think of other benefits? How would you use AR and VR in your classroom?

1.3.1 Guidelines for educators to use AR and VR in class

Having decided to use AR and VR in your classroom or training, you will need a development methodology and plan to optimize the use.

Step 1: **You will need equipment**. Equipment can be cheap but also very expensive. The cheapest headset you can get is Google Cardboard which costs approximately 7-15 euros and you combine them with your smartphone for the experience.

Step 2: **You will need software and training content**: you can develop own training material using free software (more on software on the next unit) but you can also use educational

resources available online. Free apps such as 360Cities allows your learners to visit cities around the world, TimeLooper will offer you tours through history i.e., a visit to World War II.

Step 3: **Educational plans**: As in every training delivery, you will need to develop a unit or lesson plan incorporating AR and VR technology within. Once this step is complete, you can roll-out the AR / VR experience in your classroom. Make sure to have enough physical space to experience the technology and the related safety features and measures in place, i.e., if you opt for a VR experience, make sure the learner is on a safety distance from walls and desks since the learner cannot see their physical surrounding. Considerations:

- VR should be used within longer lesson plans and for short periods of time i.e., 5 minutes.

- AR and VR should be used as add-on tools to ordinary classroom training and within a well-prepared lesson plan. You as trainer and moderator, should study well before-hand, the advantages this would bring to a specific, thematic topic.

- AR/VR training is optimally used for learners to experience something first-hand i.e., a walk inside a monument.

- You should set clear learning objectives for the AR/VR use as you would for any other training topic to ensure maximized learner experience.

Once the above are consulted, one can expect a very interesting classroom session.

1.4   Benefits of AR and VR in tourism

As younger generations are entering the tourism professions, it is expected that they will bring in new technologies and alternative ways of conducting business. AR and VR offers:

-    easy access to tourists with limitations in accessing experiences through the comfort of their homes or in specialised set up environments,

-    a gamified approach which allows a more fun approach to touristic experiences and tours offered. For example, visit a pyramid and play a game of building the actual site, while learning from the narrative,

-    an immediate interaction and engagement with a reality so vivid that the tourist can live in it and interact with it.

-    Access to otherwise restricted areas i.e., the inside of temples, churches, museum archives etc. expanding the touristic experience.

-    Increased ICT skills to the tourist entrepreneur – something which is vital in today's society.

Overall, VR and AR in the tourism sector creates innovative experiences and one-of-a-kind services and products.

Activity 1: Imagine you are a tour operator providing travel packages to Paris, France and you are setting up a new 3-day travel pack to Paris including a trip to the Louvre, Versailles palace and central second-hand market. How would you use AR or VR in your tour? Which components would you select to render with these technologies? Write your project down and share with your peers.

Self-evaluation

Now that you have completed the first unit of Module 3, we would like for you to answer the following self-evaluation questions.

1.   Select the definition which best suits Augmented Reality:

-        A technology that which superimposes digital information and objects onto real world objects. (correct)

-        A technology that superimposes real objects onto virtual world objects.

-        A technology that scans markers to immerse the user in a virtual world.

2. What does AR stand for?

- Advanced reality

- augmented reality (correct)

- advanced reality

3. Can AR be used for proximity marketing purposes?

Yes (Correct)

No

4. Which of the following statements best describe Virtual Reality (VR)?

- VR is a technology that can combine virtual reality and 3D printing

- VR is a technology that can create 3D models using specific software

- VR refers to a technology that creates artificial environments by a computer simulating a reality (Correct)

- VR is a technology where you scan markers and create virtual objects

5. Select which of the following software is used to create augmented reality applications? (multiple choice)

- Augment (correct)

- arize (Correct)

- arloopa (Correct)

- eyejack (Correct)

- beejack

- AR creator

6. Virtual reality can be experienced only with a mobile phone, correct?

Yes

No (Correct)

7. Which of the following is not VR equipment?

A. Data gloves

B. Head mounted display

C. Trackers

D. 3D printers (correct)

8. What does "field of view" (FOV) mean?

- The extent of the observable environment at any given time (correct)

- An apparatus mounted on the head.

- The feeling of being part of the virtual environment.

- A non-immersive virtual environment.

Resources

https://www.youtube.com/watch?v=wkBxWhIlav4&ab_channel=JaimeDonally

https://www.arvrinedu.com/

https://www.iste.org/explore/Toolbox/Augmented-reality-can-be-a-powerful-learning-tool

https://www.iste.org/explore/professional-development/hottest-topics-edtech-2021

https://www.youtube.com/watch?v=T0taTtOgqd8&ab_channel=VirtualRealityOasis

https://www.youtube.com/watch?v=Gdja6lxM610&ab_channel=Socratica

https://fortune.com/longform/virtual-reality-struggle-hope-vr/

https://soeonline.american.edu/blog/benefits-of-virtual-reality-in-education

https://edtechteacher.org/how-to-start-using-augmented-reality-in-the-classroom-from-beth-holland-on-edudemic/

https://www.beaconstac.com/

https://www.iste.org/explore/professional-development/hottest-topics-edtech-2021

2.   Unit 2 VAR Software and Development

This unit will present mostly free, VAR software tools or apps available to the wider public with step-by-step development guides for content creation. Furthermore, the characteristics of the applications used for VAR content development will be described, allowing for selection criteria to form by the final user. As trainer, you will need basic digital skills to be able to create VAR content as well as time to invest.

The learning objectives:

When you have completed this unit, you will be able to:

-        Describe the most common VAR development software available for free,

-        Be aware of the most common development steps of VAR content,

-        Develop basic VAR content using free software tools.

At the end of this unit, you will find multiple choice questions to test your knowledge and unit understanding.

2.1   Most common AR and VR software

2.1.1   AR software development tools – content creation

AR software can broadly be categorized in two different categories:

Category 1: End-to-End solutions such as the tools below (Augment, Arize etc.)

Category 2: Software development Kits (SDK) such as Vuforia, ARToolKit, Wikitude, which are more heavy-duty creation platforms for AR content.

As content provider, you can select either AR applications or SDK platforms to create your AR content, or simply download ready-made content from the apps. This sub-unit will present end-to-end solutions software tools / apps.

As many educators and AR content developers in the past, one of the mostly used free tools was Aurasma, later on purchased and renamed HR Reveal. Thus, when most educators started creating AR content, they used this tool which, however, is no longer used. HP reveal allowed for the first time, novice AR creators to develop AR content easily and use it in various fields which was very exciting. Many alternatives are available now and before you select the one suitable for you, the following criteria should be considered:

2.1.2   Criteria for AR selection tools

-        Select AR tools which are suitable for educators,

- Select tested tools that are solid and reliable,

- Select consistent development platforms,

- Do not select a tool which is in a Beta testing mode,

- Use an AR tool that requires technology and devices available in your classroom i.e., not to heavy technology or too advanced tools so that your available devices cannot support.

The AR tools or apps described here will be explored in terms of key features, AR capabilities and quality issues and their suggested use in fields such as tourism and education. In the next subunit, you will find step-by-step instructions on content creation using them.

As mentioned earlier, the start of any AR development cycle consists of three different steps:

Step 1: to create the trigger / marker image or content. This is like a QR or barcode. A device such as a smartphone using the correct, installed app, scans it and the user can view the results. The device with the installed app, recognizes the trigger image or marker, and shows the results. The only consideration is to select a trigger image that is high in contrasting colours. If you select an image which is not, the app will usually notify you that you have selected a non-suitable image. Some of the new emerging apps and tools do not use trigger images to show AR content. They are built differently, and they use the space, lightning and other features to display the AR content.

Activity 1: Consider the following: Based on your role and training targets, how would you use trigger images in your training delivery?

It is very common for educators to prefer a trigger image to show the content, since they can evaluate and monitor the activities and prepare beforehand based on their lesson plans. Hence, depending on your role, you can select technology and tools which either use or do not use trigger images / markers. The advantage with using trigger images is that the technology works also with older mobile devices.

So, what can be augmented i.e., which content can be displayed once you scan a trigger image? The content can be simple videos, links to websites, pre-made 3D models, audio files, images, quizzes and many more.

Step 2: to select the proper tool to present the result using technological devices. Prior to creating AR content, consider what technology is available and which devices you will use. Do they function with the latest AR technology? You need to consider devices and software that are compatible and correct technology versions loaded on the devices. This information is usually

stated in the tool / app. Your target groups will need to download the application and install on their devices prior to the experience phase.

Activity 2: Download and install the AR app tool "arize". Open it and select 1 AR experience to view from the main menu. Alternatively, you can scan one of the following images to download the app:
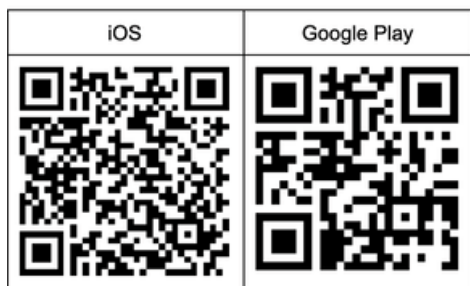

Image 1: AR Trigger image to download Arize app

Step 3: to publish or share the results / experience with your learners. Once you have created the AR content it is time to publish and share it with your target groups, whether students, guests, clients or else. Some of the tools will require a short authentication process and time frame to publish the content, although the procedure is straight forward. The free tools usually allow you to publish a number of trigger images for free and proceed to a licensed version after this. Once you have selected the AR tool you wish to you, you need to learn about its usage requirements. To share the content with your target groups, you simply distribute the trigger image you have created. This can be integrated within books, leaflets, posters, hand-outs, PPT presentations, videos, websites etc. Furthermore, you can use AR for geolocation, where the GPS (Global Positioning System), is used in combination with the smartphone's location sensors and geospatial data to superimpose meta-information about a specific location or place of interest.

2.1.3   The **most common free VAR Tools**

- AR Tool 1 Arize
- AR Tool 2 assemblr
- AR Tool 3 arloopa
- AR Tool 4 Augment
- VR Tool 1: InstaVR
- VR Tool 2: LiveTour

- VR Tool 3: CouldPano

- VR Tool 4: Cupiz

Activity 3: Download at least 3 of the above tools into your mobile phone or access them through your PC, compare their interfaces and think of the following:

- **Can you spot similarities in their interfaces in terms of functionality?**

- **Which seem easier to use?**

- **View the ready-made content available on their databases to evaluate their development capabilities and make notes.**

- **Which tool is most user friendly and accessible?**

- **Which tools have a free user tutorial to guide you through the tool?**

Discuss with your peers and make notes on which one you could use in your training delivery.

Next, selected tools will be elaborated in terms of content development.

2.2   Creating AR Content using different software apps

This subunit will present step-by-step guides to creating AR content using some of the tools presented above. The user will be able to follow the instructions and create own AR content and evaluate their usability in their own working environment. The tools presented below are free to use to some extent, and suitable for users with basic digital skills and understanding of digital interface environments. According to AR expert Jaime Donally, the following AR tools are providing   benefits   and   added   value   to   educators   and   trainers: (https://www.iste.org/explore/tools-devices-and-apps/create-ar-using-these-5-apps)

2.2.1   AR Tool Arize

Arize is an AR content development tool that is gaining ground among AR developers due to its easy of use. It is a user-friendly platform allowing you multiple functionalities and publishing options. To start, go to the website platform.arize.io and create a user account. From the start page, you can see your related account information i.e., how many projects you have published, your AR content etc. A free account ensures 10 free trigger images developed and used. The process of creating AR content in Arize is the following:

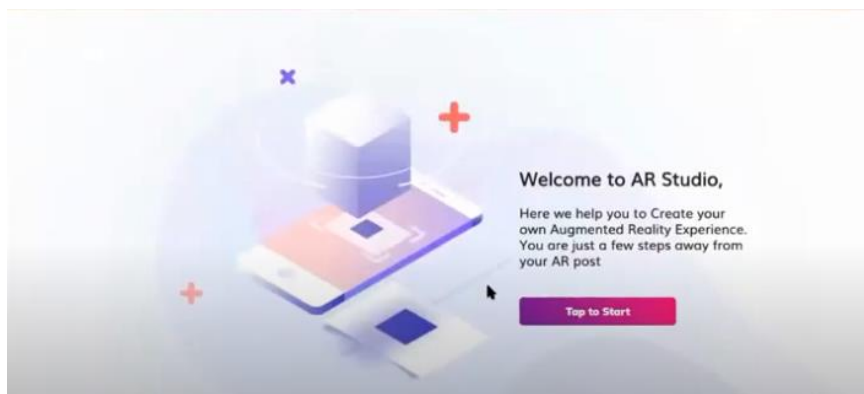**Step 1**: select Create AR button and click it. This will take you to the AR studio.

Image 2: Arize AR studio

Step 2: The tool will ask you what type of content you want to create, you can select from a list. This means that you need to select what you will put on top of your trigger image. For example, if you want to add a video as a result when a user scans a trigger image, you select the video button below. The Arize software allows you to add own videos, which is stored on their servers, which is not the case with some other software which only require YouTube videos to be uploaded.

If you want, you can add a 3D model that you have previously downloaded i.e. from SketchFab or Google Poly some other 3D model database. You can directly link the 3D model to your trigger image.

The options under the category Other allow you to link to content. This means that you have a link to content and instead of seeing AR on top of a real object, you can tap on that object on your screen and open a different content in another site. Arize is the only software supporting this feature for free.
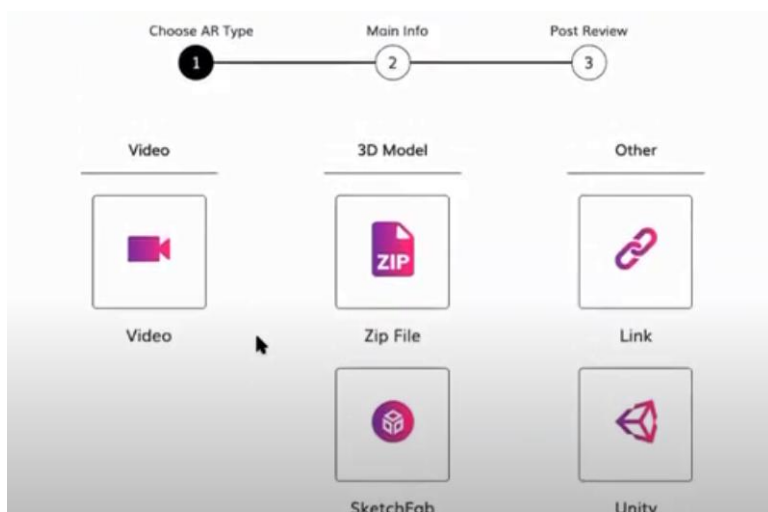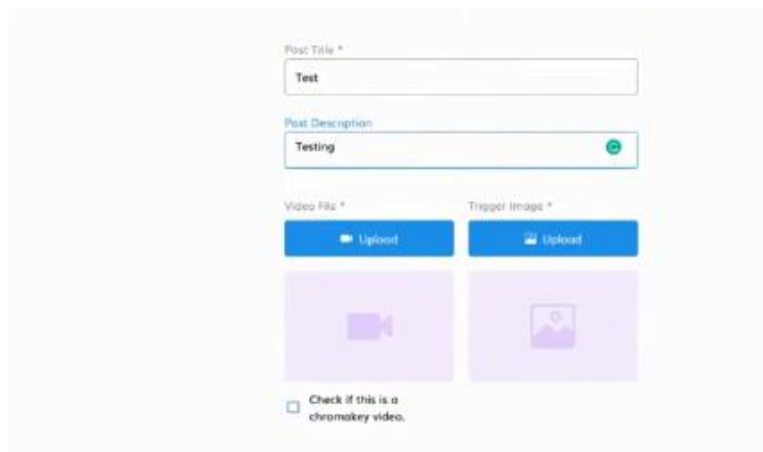
Image 3: Arize AR Trigger content creation

Selecting the button video will open a different page where you can link your video. Name it and upload it. You will also need to identify the trigger image you will link the video to in this step. If the video is acceptable you can see it in a preview window. If the video is not accepted due to other factors (resolution, poor quality, too much content i.e. size) the content will get blocked and you will get an error message.

Image 4: Arize trigger content creation 2

If your video is accepted, you will be transferred to another page where you can edit the image. You can crop and select the final size of your video and where it will be displayed on top of the trigger image. For example, if you only need the video to show on a specific corner of the trigger image, you select the viewing position in this step.
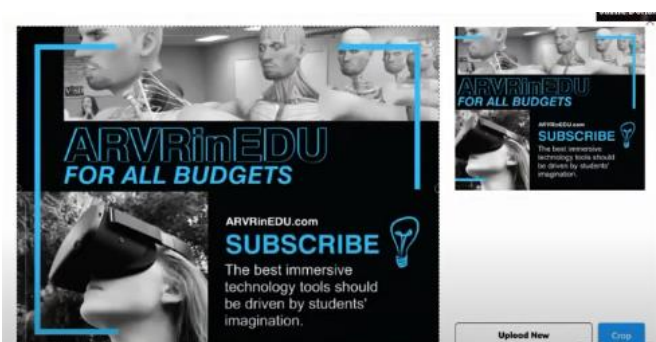

Image 5: Arize trigger content creation 3 - video

Clicking the button Next takes you to the final part of the AR content creation. Here you will need to select if your post is public, private or unlisted. (private and unlisted are only available for paid licenses)

Image 6: Arize trigger content publishing

Select the Create Post and your trigger image is live. Anyone can view it as it is available on the Arize database. A consideration to take into account if you are working with younger people and what they wish to publish online publicly. The free trigger images will undergo an evaluation period to be approved before they are publicly released and accessible.

Activity 1: Scan the below image, what do you see? (open the app and select the camera icon from the first screen – make sure to authorize access to your camera) Depending on your internet connection this might take some time to start.

Image 7: Arize trigger image – final result

Activity 2: Now that you have gone through the development stage of Arize, go online on the Arize website and create 1 trigger image connected to a video. Post your trigger image so that your peers can view it and test it.

In summary:

1. Visit arize.io and click on "Get Started Now" to register and set up an account.

2. Click on "Create AR" and then click on "Tap to Start."

3. You need to select the type of AR experience you want to add on top of your trigger image.

4. Upload or add the link to the content on the trigger image and upload the trigger image (JPEG only).

5. Select "Public" with the free version of ARize and "Create Post."

Cost: Free for up to 10 experiences with a creation platform which is web based. It is very easy to use and you can use your videos, 3D object files, Sketchfab and Google Poly integrated within your trigger images.

2.2.2 AR Tool Augment

Augment is an AR tool that allows overlaying virtual 3D models to real objects. Once the tool is downloaded or accessed through the web, it requires a user account for developing AR content. As registered user, one can have access to public models available that can be used. you can access the app through the app store or the web version here: www.augment.com.
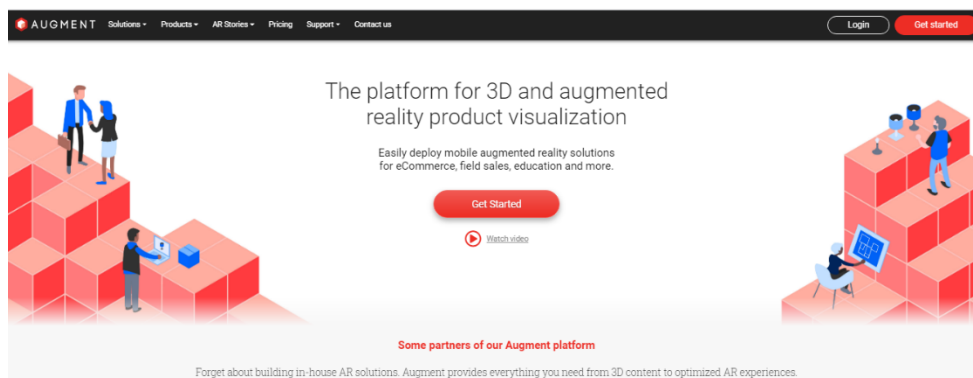

Image 1: Augment starting page website

Step 1: download Augment app on your smartphone or tablet and press the install button.

Step 2: open the app and look at the interface, browse the public models in the different categories available. Select the category "For Your Home" and one of the objects available. A 3D model of the selected object will appear on your phone screen. You have now several interaction options including saving the image, centering and moving it around using your fingers and viewing detailed information i.e., size of the object. You can zoom in and out by sliding with two fingers, or 1 finger to move around. Pressing the +sign, will allow you to add a new model next to the previous one. Interface: at the bottom of your screen, you will see several available interaction options with the 3D model.

The above relates to accessing ready made content, if however, a trigger image is to be scanned, point the mobile device (camera) on the image and press the scan button on the start screen to view the AR content.

Create own AR content with the tool Augment.

Before you can create any content, you need to register and create a user account on Augment.com. You can go through the different license options and select the one most valuable to you.

Step 3: Log in to your Augment account.

Step 4: Click on the button: Add model and select a model from your computer, laptop or smartphone. To go through suggested guidelines, read the information here: https://help.augment.com/en/articles/2640646-3d-model-guidelines. It is optimal to have 3D models downloaded on your device beforehand. Augment will create a marker less AR trigger.
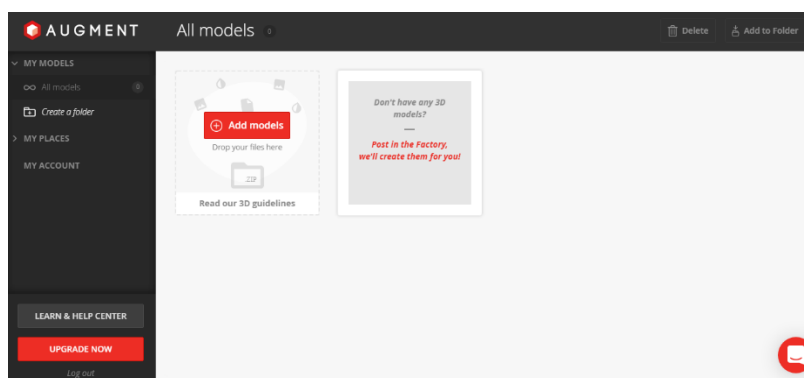

Image 2: Augment 3D model creation

Step 5: Once you select the and added the 3D model, you can continue with the instructions of the software to publish and use the model. This would include selecting the trigger image and publishing it.

2.3 Creating VR Content

2.3.1 VR Tool InstaVR

This part of the unit will present the development process of a VR application based on a panoramic view. The software InstaVR will be presented and used as hands-on practice and application. One of the simplest, yet useful ways to create VR content is to use 360 images (or videos) or panoramic images. Panoramic images can be acquired using specific application of smartphones or, for a better resolution and quality, 360 cameras. Follow the next steps to create VR content:

Step 1: Position your smartphone or camera and take a panoramic image or video of an area of interest such as a classroom/lab, a landscape, a touristic place, your room, or other. Next, you need to establish the information you want to add such as Hotspots that will be used for flat images, text, audio or video narrations, or a Link or an Action. For each of the above (Hotspot, Link or Action) you will need to have prepared the additional files to link accordingly.

Image 1: InstaVR VR content creation

Step 2: Having taken the panoramic picture, access the InstaVR webpage and create a user account. For first time users, a tutorial is available. Start a new project and give it a name.
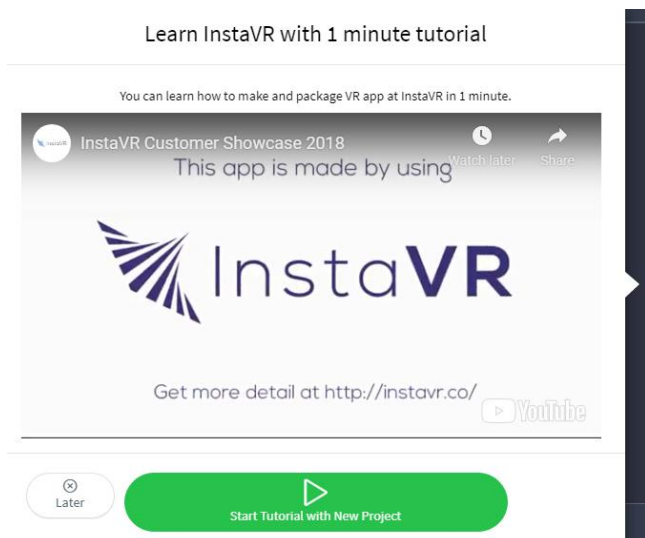
Image 2: InstaVR VR tutorial

Step 3: click Add VR content and upload the panoramic image you created. You can see the panoramic picture and move around with it using the mouse. The software offers you various additional functions such as adding links to websites, audio and video and many others, as you can see on the tutorial. Select the functions you want and link the respective files to them.

Step 4: Press the button Package (left side of the screen) and select if you want to have a package for the web or an app. When you are viewing from the web, use your mouse to move around and right click on Hotspots to view additional information. For Android packages, you can play the embedded content (text, images, videos etc.) using VR glasses where you will focus your gaze on buttons or Hotspots, Links and Actions to view respective content. Alternatively, navigation through a connected remote control.

Activity: Register on the InstaVR website and go through the free tour of the software. *(Your free license is valid for 29 days and allows you 5 created projects with a watermark visible.)*

In this sub-unit you have learned to create VAR content using different software tools (apps). As a concept the development process is similar in most VAR software with particular attention needed in the software respective features and interface design. Next, you will find multiple choice questions to test your knowledge related to the above content.

Self-evaluation

Question 1: **A trigger image or marker is always needed to view AR content?**

- Yes
- No (correct)

Question 2: **Which of the following terms are associated with AR content development (multiple choice)**

- Trigger image
- 3D models
- AR content library
- Google Poly
- All the above (correct)

Question 3: The most common AR content development cycle is:

- Create – View – Share (correct)
- Create – Publish – License
- Create – Link - View

Question 4: When creating VR content, a panoramic picture of the environment is necessary.

- Yes (Correct)
- No

Question 5: You can interact when in VR mode with your gaze.

- Yes (correct)
- No

Resources

https://edtechteacher.org/how-to-start-using-augmented-reality-in-the-classroom-from-beth-holland-on-edudemic/

https://www.iste.org/explore/tools-devices-and-apps/create-ar-using-these-5-apps

https://help.augment.com/en/articles/2640646-3d-model-guidelines

3.   Unit 3 Digital Communications- Digital Interfaces

This unit will mainly present the concept of digital communication through various digital devices and allow for understanding of how digital communication is managed and its forms. Furthermore, the unit will present typical digital interfaces, their main characteristics and their use on digital environments.

Learning objectives:

At the end of the unit, you will be able to:

1.   Present what digital communication is and examples of its use,

2.   Understand how digital communication is managed,

3.   Present the typical characteristics of a digital interface to communicate and interact with its,

4.   Familiarise yourself with the use of User Interface (UI) elements in digital interfaces,

The unit is divided into several sub-units with one final evaluation phase at the end.

3.1   What is digital communication

The society around us is changing and technology is becoming a bigger part of our lives with the European Commission setting targets related to the digital competences of its citizens. One of its priorities is information and data literacy where several sub-categories exist. One of them is Interacting and communicating through digital technologies.

It may feel that we sometimes communicate more online than through the traditional means, telephone and postal mail, but digital services and platforms are growing and becoming more and more intelligent. Since communication is undoubtedly a key part of our everyday lives, we have learned to embrace digital communication as one of its parts. Successful communication necessarily involves a message travelling between two or more people. At its most basic level, you have a 'sender' who sends the message and a 'receiver' who receives the message from the sender. Digitally our ability to communicate has been considerably facilitated. Messages are now delivered instantly across the globe, significantly increasing the reach and scope of engagement.

Have you ever received an email and replied to it? Have you sent an SMS or received a messenger message or a video call? This is part of your digital communication skills.

The most common ways of communicating in digital environments are encompassed in the term 'Web 2.0'. Web 2.0 refers to the greater connectivity and interaction which takes place within today's online world when compared to the early years of the World Wide Web.

Whereas previously the opportunities for interaction were limited (usually this consisted of viewing and downloading content), we are now able to interact more extensively with content and other users, usually in real-time. The most common ways of communicating in digital environments today include:

- Social Media

- Email

- Forums

- Blogs

- Content publishing platforms (such as YouTube, Pinterest, Flickr and Soundcloud)

The EU has published the Digital Competence Framework 2.0, where it identifies the key components of digital competence in certain key areas. Two of them can be summarised below: (source Digital Competence Framework 2.0)

"1) Information and data literacy: To articulate information needs, to locate and retrieve digital data, information and content. To judge the relevance of the source and its content. To store, manage, and organise digital data, information and content. This will allow a digital citizen to exercise critical thinking skills and increase their digital communication skills as a next step.

2) Communication and collaboration: To interact, communicate and collaborate through digital technologies while being aware of cultural and generational diversity. To participate in society through public and private digital services and participatory citizenship. To manage one's digital identity and reputation. This branch consists of the following components which collectively account for the concept digital communication:

- Interacting through digital technologies

- Sharing through digital technologies

- Engaging in citizenship through digital technologies

- Collaborating through digital technologies

- Netiquette

- Managing digital identity"

Activity 1: Reflect on how your own communication have altered through the years. How do you communicate with your family, friends and peers? What digital communication tools do you use?

3.2 Communication tools

But what is digital communication without communication tools? A variety of them have been created which allow us to communicate in digital environments. Below a short presentation of the most prominent ones:

Social networks / social media:

Wikipedia defines social media networks as "*computer mediated technologies that facilitate the creation and sharing of information, ideas, career interests and other forms of expression via virtual communities and networks.*" While social media platforms differ considerably from one another (in their style and scope), there are certain features which are common to all platforms:

- They promote online interaction with others and with content,

- The content is 'user-generated' which means that text, photos, videos etc. can be uploaded and circulated.

- Each user has their own identifiable account or 'profile'.

- Networks are formed through the connection of different profiles to one another.

Activity 2: Search the Internet for social networks and see what the results are? How many exist? Which ones can you identify? Which ones do you use?

(Example: https://en.wikipedia.org/wiki/List_of_social_networking_services)

Activity 3: Go through this YouTube video for the social media definition (English)

https://www.youtube.com/watch?v=ObKbG85162E&ab_channel=ProfessorWolters

Social Media Uses

According to Wikipedia social media is used: *"For individuals, social media is used to keep in touch with friends and extended family. Some people will use various social media applications to network career opportunities, find people across the globe with like interests, and share their thought, feelings, insight, and emotions".*

Social media platforms such as Facebook, Twitter and Instagram are particularly useful for those wanting to connect with their family, friends and even colleagues. However, social media has come to dominate other aspects of our lives. Businesses have turned social media into a marketing tools, networking sites, customer service and even recruitment tools. LinkedIn has become the go-to network through which professionals interact with each other, promote their business, and explore career opportunities.

Image 1: Social media networks

Activity 4: There is however, strong criticism on how social media unintended impact on someone's health. View this YouTube video and reflect on how you use social media. Should you be concerned?

https://www.youtube.com/watch?v=Czg_9C7gw0o&ab_channel=TEDxTalks

Email platforms

Electronic mail (Email) involves the exchange of messages between users over a network. For the sake of simplicity, the network we will be considering is the Internet. Just like regular snail mail (letters), users need to have a unique address to receive messages. In this case, users will have an identifiable 'email address'. Unlike traditional mail, however, messages via email are sent nearly instantaneously. Sending emails is one of the oldest and still the most popular uses of the internet. Messages are not limited to text, but can also include video, images and audio files. How your emails are managed depends on the email service that you use:

• Some services are completely web-based, meaning that you can access your emails through a web-browser and an internet connection – e.g., Gmail.

• Some services require the user to download a program on their computer to send and receive emails – e.g., Mozilla Thunderbird.

• Finally, other services offer both these options – e.g., Microsoft Outlook.

Benefits of Emailing:

• Messages are delivered directly across the globe.

• They can be sent to multiple users are once.

- Messages are not limited by geography and distance between the sender and receiver.

- Emails are a cheap (often even free) way of communicating.

- Emails provide a professional medium for business and official communications.

- Popular email services are secure for the most part.

Forums

An internet forum, also known as a 'discussion board', is a platform through which users can converse on a topic over the internet. Most forums are subdivided into different sections (or sub-forums) depending on the topic. For instance, a forum on pets can be divided into sub-forums for cats, dogs, birds and so on. Most forums require users to create their own identifiable profile, but others may allow anonymous posting. Discussions in forums usually take place at a slow pace since they do not occur at real-time. They are usually overseen by so-called 'moderators' who are charged with ensuring the suitability of posts and the overall quality of the forum. The slow pace makes it easier for moderators to assess each post. A useful aspect which sets forums apart from chatrooms is their longevity. Unless deleted, forum posts (also known as 'threads') are archived indefinitely and can be accessed by other users even a couple of years down the line.

Chatrooms and blogs

Similar to forums, chatrooms and blogs also provide an opportunity for individuals to discuss or debate topics over the internet. The two tools are usually accessed through browsers and might require a dedicated software to be downloaded (Chatrooms). Users write and respond to discussions, they can send text, audio, images and video files. Though these tools people find a venue to meet other people and discuss topics of interest, one always has to remain wary of individuals with ill-intent and there is a need for moderation.

Content Publishing Platforms

With the advent of Web 2.0 came a number of dedicated websites which allow users to upload and share their own work (user-generated content) with others, typically for free. The most common types of content shared are images, audio and videos. YouTube is by far the most popular video publishing platform. These platforms' intuitive aspect is their accessibility with users ranging from companies with professional crews and studios, to amateurs recording at home. YouTube, and similar sites such as Dailymotion and Vimeo, are known as Online Video Platforms (OVP). These offer (usually) free hosting services, allowing users to create their own identifiable profile (or channel) through which they can create and share their own video

content. The videos are then stored by the platform (e.g., YouTube). Revenue on these sites is generally generated through advertisements.

Similar platforms exist for both images (image hosting services) and audio. The concept here is similar. Popular image hosting services include sites such as Pixabay and Flickr. While for audio, Soundcloud and Spotify are currently the most popular platforms.

3.3   Digital interfaces – characteristics

According to IGI Global: *"A digital interface is the medium through which humans interact with computers. Interfaces represent an amalgamation of visual, auditory, and functional components that people see, hear, touch, or talk to as they interact with computers (digital devices)."*

There are three main rules when designing any digital interface that all designers follow. When a user visits a site, or interacts with an interface, the following must apply.

1.   The user must know at all times where they are on the page, interface or other digital tool at hand at that particular moment.

2.   The user must at all times know where they can go from there i.e., how to proceed.

3.   The user must at all times know what they can do on that particular page or tool interface or app they are viewing.

See the example below: This is the home page of the bbc.co.uk. You can view how the three rules are applied.
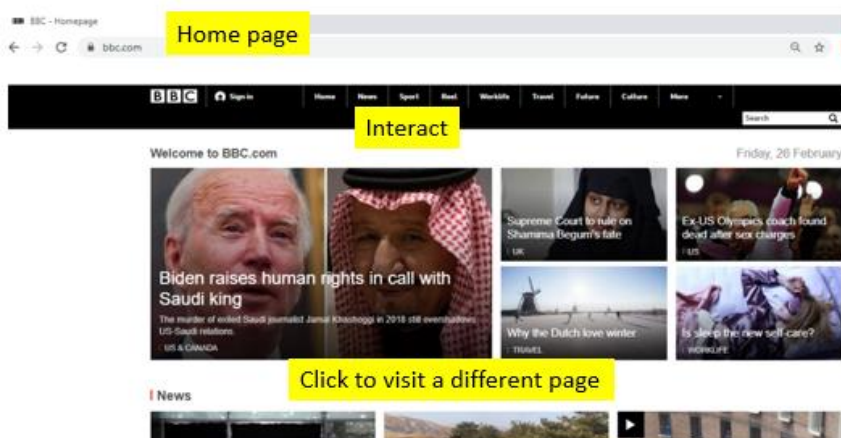

Image 2: Interaction rules of websites

The same applies for an app interface. Proceed to the following activity to compare how the interface of a website compares to the one of a mobile app.

Activity 1: Look at the picture of the main page of the AR App Arloopa. Can you spot how the three rules are applied? If you need, download Arloopa from the app store.
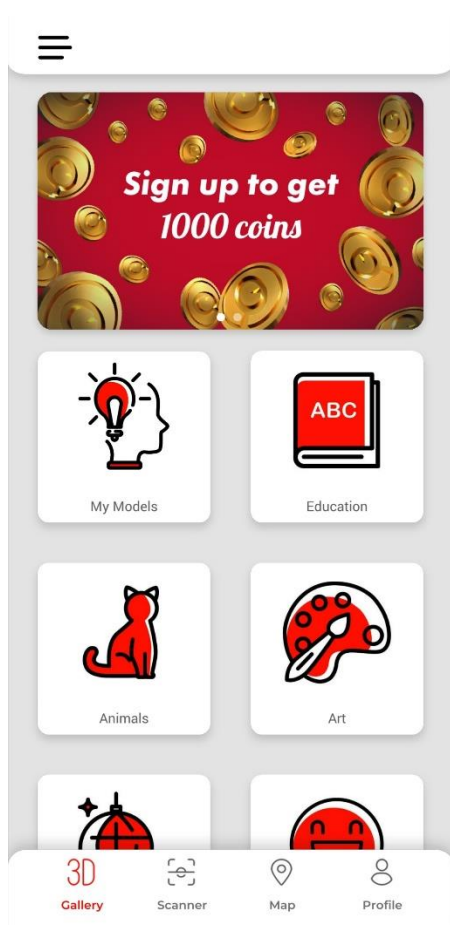

Image 3: Interaction rules on apps

The interfaces of the digital tools may have altered through the years of operation, however, the main concepts remain. You will always find a home button, perhaps named differently, you will always have an option to interact with the interface and thus, trigger an action, and you will always be able to navigate from the page / site you are in to somewhere else. The design characteristics need to ensure that the user is in control of the information they see on their device or screen, thus, stimulating motivation, usage and confidence in the tool.

Activity 2: Think of an app, a website or even an Xbox/PlayStation game that troubled you when you were trying to locate information. Has it ever happened to you?

In summary, whether you are self-checking in in a hotel, checking in for a flight, buying an online theater ticket or ordering food online, there are features on the digital interface you are using that seamlessly guide you to complete an action. Once you have identified the main ones – see

3 rules above, the navigation should be easy. Next you will find some multiple-choice questions related to this sub-unit.

Self-evaluation

Question 1: Web 2.0 refers to the greater connectivity and interaction which takes place within today's online world.

- True (correct)
- False

Question 2: The EU's Digital Competence Framework 2.0, defines key digital components for European citizens.

- True (correct)
- False

Question 3: You can publish any content you like on the content publishing platforms available.

- True
- False (correct)

Resources

https://publications.jrc.ec.europa.eu/repository/bitstream/JRC101254/jrc101254_digcomp%202.0%20the%20digital%20competence%20framework%20for%20citizens.%20update%20phase%201.pdf

https://ec.europa.eu/jrc/en/digcomp/digital-competence-framework

https://ec.europa.eu/jrc/sites/jrcsh/files/DIGCOMP-FINAL-%20UPDATED%2002-06-2016.pdf

https://www.igi-global.com/dictionary/interface-technology-trends-implications-for-news-and-information-services/42201

Module	**Module 4: Creation of new tourism services using new technologies**
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Type	Training content - Public

LEARNING OBJECTIVEMODULE 4

M1 dealt with the basic of tourism and changing trends also due to the technology use. M2 provided information on and how you could become tourism entrepreneurs. M3 provided information on technology and AR application. This module M4 will guide you on **how to create a new service in the tourism sector** building more experiences integrated by the use of technology and especially AR, which constitute an added value nowadays.

This module provides first an insight on the different tourism services and its main characteristic, with an overview on the importance of building "experiences" requested by the modern tourist, and how to create experiences integrated with the AR, applying what it has been learnt in M1, M2 and M3 and creating new tourism services and exploiting the AR. The module provides information on how to develop the core of the experience, looking at the target and the context, analysing the competitors, to build not only a business plan but a network in order to cooperate with the main existing players in the local tourism destination.

With simple guidelines we will support you in creating tourism services and collaboration structures with existing tourism entrepreneurs.

In this Module, you will be able to explore the following learning objectives:

Unit 1: Tourism Services and its characteristics

Overview on the tourism industry, the key players and the changes in the tourist behaviour which affects the supply on "new experiential" services and the importance of cooperating with stakeholders and other tourism entrepreneurs and provide their services and products.

Unit 2: Augmented Reality Application in Tourism –How AR can enhance the tourism service

Exploring the possibilities that AR offers in enhancing the engagement of the tourists, the loyalty and the experiences (the end-user total experience) and finally the destinations.

Unit 3: Augmented Reality Application in Tourism – Building new tourism services

How to create a tourism experience integrated with AR in Tourism. Which business model to use. The phases from the design to the introduction to the market of the business idea.

Unit 4: Hands on- Building New tourism services with AR

This unit defines the practical suggestions and application on how to design the new services and products with AR.

Key Terms:

The Tourism Industry

The tourism experiences

Cooperation and Network in Tourism

AR in Tourism Sector

Tourism Engagement and Loyalty improvement with AR

Analysis and Design tourism services combining AR

Cooperation in tourism

1. Unit 1 Tourism services and its characteristics

1.1 The tourism services features

Tourism services have several characteristics:

Intangibility: cannot be touched, gripped, handled, seen, smelled, tasted before the purchase. Unlike goods, which can be touched and inspected before purchase, tourism services are essentially intangible. However, customers use other cues to help them evaluate the service: the appearance of the hotel entrance on the behaviour of receptionist.

Perishability: tourism cannot be stored like tangible products. A hotel room that is not sold on a particular night/day can never be sold, spare seats on one aeroplane cannot be transferred to the next flight, and query-free times at the reference desk cannot be saved up until there is a busy period.

Heterogeneity (or variability): The extensive involvement of people in the production of a tourism service introduces a degree of variability in the outcome. The same employee may hence render services of varying standard, depending on his mood, the time of the day, the day of the week or customer involved.

Seasonality of demand: the tourist destination areas are characterised by fluctuating periods of demand called peaks, shoulders and troughs. Peak-time of the year during which demand is highest. Shoulder-an abbreviated season that falls between the peak and the low troughs- off season, time of the year during which demand is very low.

Interdependence: occurs because when tourists visit a destination their experience is made up of several services, such as accommodation, transportation, and attractions. Even an individual tourist buys a whole set of products supplied by different firms, the attractions have both economic value without the necessary accommodation.

Fixed and variable costs: fixed costs are independent of the number of customers and must be paid anyhow, whereas variable costs are incurred as a function of the number of customers received at any given time. Fixed costs as maintenance, energy and utilities, insurance, property taxes, wages and salary costs for employees have to be met whether the hotel or air charter draws few or many visitors.

1.2 The tourism services categories

Tourism industry in general can be defined as a set of industries which facilitate by providing infrastructure and products, services and experiences and make possible travelling for different

purposes and travelling to place of leisure and business interests. Tourism industry is all about providing necessary means to assists tourists throughout their travelling.

- **Transport services:** According to the most commonly accepted definitions of tourism, a person must travel away from their home environment for at least one night in order to be a tourist (although this definition needs updating given that it doesn't account for novel forms of tourism such as a staycation or virtual tourism). Based on this fact, therefore, **transport is an integral component of tourism**. The most common and popular methods of transport that make up the structure of the tourism industry are: air, road, train and water. Travel **by air** has grown exponentially in the past few decades. With the introduction of low-cost airlines and deregulation, the competitive market has been a tourist's paradise. Travel **by road** is also a core component of tourism, particularly for domestic tourism. In destinations where travel by road is popular, there are often many car hire or rental companies. Travel **by train** is very popular in destinations that have good rail networks in infrastructure. In other parts of the world, the rail journey is part of the tourism experience (i.e Siberian Railway. In Europe buying an affordable **interrail pass**, allows to travel throughout Europe using the rail system. **Travel by water** is also an important component of tourism. The structure of the tourism industry includes cruises, ferries and leisure boats, among other types of travel by water.

- **Accommodation and beverage services**. Whilst accommodation services were traditionally focused mainly around the **hotel industry**, nowadays accommodation options for tourists are much more varied. Multinational hotel chains have expanded throughout the tourism industry with key players being hotel chains such as Marriott, Radisson, Hilton, Travel Lodge and Holiday Inn. Hostels and budget accommodation options are popular with budget travellers and backpackers. Holiday parks and campsites are also an important component of tourism. Whilst bed and breakfast accommodation has been around for a very long time, nowadays there are many more options that are grounded on the concept of a homestay. The most popular of these is *Airbnb*, where people rent out a room or an entire property to tourists. In recent years consumers have been demanding new and unusual experiences more than ever, from staying in an ice hotel in Finland, to sleeping in a hammock in Borneo to a night in a haunted castle in Wales, there are many different types of accommodation options that can make an holiday a little bit more exciting!

- **Conferences and events make** up a significant part of the structure of the tourism industry. From a small academic gathering to a large-scale summit involving national leaders from around the world, conferences are an important component of tourism. There are millions of events that take place around the world each year that vary in size and function. Many of these forms are an integral part of the tourism industry (World Travel Market -WTM in London each November, ITBITB in Berlin each year), this large-scale event enables industry professionals to network and undertake continuous professional development.

- **Attractions** composed by the Natural tourist attractions and the Man-made tourist attractions built for the purpose of tourism, such as theme parks or museums, ecc.

- **Cultural events, Sports and recreational sector events** contributes significantly to the overall tourism industry, from the Football World Cup, Glastonbury, a popular British music festival, to San Fermin a festival that is held in Pamplona, or the Holi Festival.

- **Tourism and travel trade services**. The three major tourism services that make up the structure of the tourism industry are:

Tour operators an individual or organisation who puts together a trip. Typically, a tour operator would package together essential elements including accommodation, transport and transfer. However, tour operators are becoming fewer in recent years. Consumers are now far more Internet savvy and are more capable of researching the individual elements of their holiday and booking this independently. This is known as dynamic packaging.

Travel agents would sell the product that the tour operator has produced i.e. the package holiday. While travel agents have and continue to sell individual holiday components, they have historically been most commonly used by tourists who wish to book a package holiday. In today's society, there is far less scope for travel agents than there used to be. Now, people are more likely to set up their own travel agent business online or to be employed by an online retailer. The travel agent does still exist, but he has changed the way he looks. **Instead, many people are selling holidays and travel services via their blogs or websites.**

Ancillary services: An ancillary service in the context of tourism is any product or service that is additional to the core elements of accommodation, transport and transfer (Attraction tickets, Meal tickets, Insurance, Extra luggage, Car hire, Currency exchange, Airport parking, Tour guide).

1.3   From tourism services to experiences

The new tourist is the expression of a flexible individual, who proceeds in a non-linear way to achieve his goals, moving between the various market alternatives, creating new balances by deliberately seeking risk and adventure. The tourist is therefore characterised by a whole set of factors such as emotions, sensoriality, as a sign and communication of identity. It uses creativity and imagination even during purchases.

The act of consumption is no longer intended only from a strictly economic, use-value, structural or performative point of view, but must be analysed from an **emotional point of view, values, social and ethical significance.**

Nowadays, new tourists instead of simple tourism services seek **experiences**: emotions and sensations; sharing time based on passions and desires, trying to recover the pleasure of being together by rediscovering the genuineness and quality of small things with new forms of socializing.

Experience means direct knowledge, acquired personally through observation, use or practice, of a specific sphere of reality. As regards the economic sphere, Pine and Gilmore, authors of: The economy of experiences, define it as the fourth form of economic offer, distinct from services. In fact*: "[...] those who buy an experience pay to spend their time enjoying a series of memorable events that the company organizes - like in a theatrical performance - to engage them directly*"[1]

In a market now saturated by an offer of increasingly homologated goods and services, experiences are a key factor in being chosen by customers over other offers in the market and / or to retain them. Each experience is unique, therefore rich in value, as the individual relates to each of them in an original way. In fact, in a research conducted by Forrester[2], it is shown that a positive experience provided to the customer leads to their **loyalty.** Companies that provide a better experience to their customers tend to keep more and make them willing to spend more, therefore, they are more likely to attract new guests through positive word of mouth. If services are intangible, experiences are **memorable**[3]**.**

The new entrepreneur, should offer **experience full of sensations.** Individuals are increasingly inclined to spend more on memorable experiences rather than just services. The experiences

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[1] Pine B. Joseph, Gilmore James H., The Economy of experiences. Etas 2000. p. 10 15

[2] Business case: The Customer experience ecosystem Playbook. Forrester Research Inc. 21 June 2016. p. 7

[3] Pine B. Joseph, Gilmore James H., The Economy of Experiences. Etas 2000

are therefore personal, they take place within the individual who is involved on an emotional, physical, intellectual, sensorial and spiritual level. Two people cannot therefore have the same experience, as each experience derives from the interaction between the staged event and the individual's previous mental and existential condition. The value of the experience continues in the memory of the individuals involved in the event, and has an even more engaging effect when the services are full of sensory phenomena.

Experiences involve individuals in different dimensions:
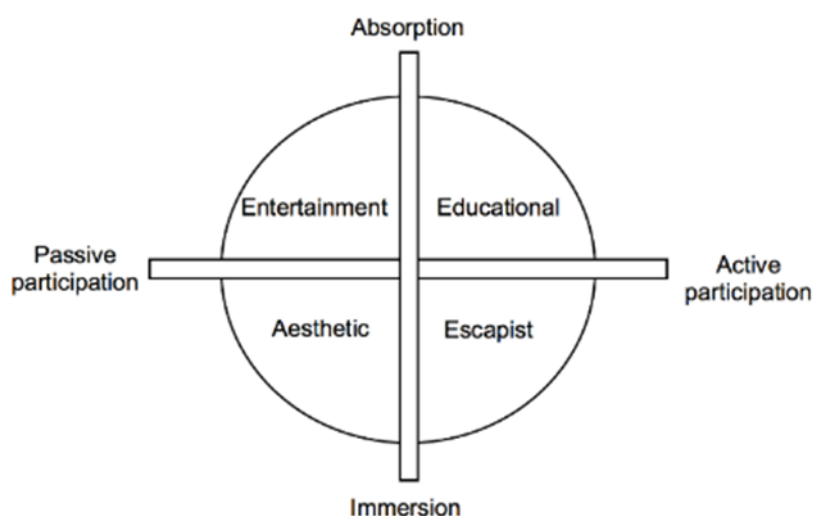
Imagine 1. *The four dimensions of experience. Source Pine B. Joseph, Gilmore James H., The Economy of Experiences. Etas 2000. p. 35*

The first dimension is **participation**. **Passive participation**, in which neither action nor action is recorded on the part of the customers nor directly influences the performance (for example classical music concert goers, who participate in the experience as mere listeners, or visitors to museums or sites of tourist interest). Active participation, in which individuals act personally on the performance or event created.

The second dimension is the one that describes the type of **connection or relationship** that unites customers with the event or performance. **Absorption**, i.e. the ability of the experience to penetrate the guest (when watching television), immersion, i.e. physically or virtually involving the individual, making him literally enter the experience and making him an integral part of it (virtual reality games or theme parks can be an example). From the intersection of the

two axes, four areas of experience are thus formed: entertainment, education, escape and aesthetic experience

• Entertainment experience: born from passive participation and absorption, it constitutes all those types of experiences that individuals passively absorb through the senses;

• Educational experience: it is formed by active participation and absorption. In this case, however, the user of this type of experience participates actively or interactively, so he is instructed by the provider of the experience;

• Escape experience: it is given by active participation and immersion. The guest is completely immersed in it, he becomes an actor, capable of acting on the actual performance;

• Aesthetic experience: formed by passive participation and immersion. In this context, the guest immerses in an event or environment, which has little or no influence on it, although as far as the guest is concerned, this type of experience will be memorable.

Therefore, those who want to be involved in an **educational experience want to learn**, in **an entertainment experience** they **want to try**, in **an escape experience** they want to **do** and in an **aesthetic experience they want to be present**. The authors also argue that for an experience to be complete and articulated it should contain all four of these dimensions.

2.   Unit 2 Augmented Reality Application in Tourism –How AR can enhance the tourism service

The advent of new technologies has been instrumental in changing the logic of the market and in satisfying the needs of tourists. In fact, as new types of technologies are invented, the demand for experiences on the part of tourists also changes, which, now, can live them both physically and virtually thanks to the advent of Virtual, Augmented and Mixed Reality. In this regard, on the international scene, many companies are investing in these new technologies, precisely to meet the needs of tourists, who want to try it before proceeding to purchase a good or service, in order to avoid running into unpleasant situations.

With these technologies, the aim is to stimulate in the tourist the Wow effect, that it is able to surprise, that leaves the customer speechless, that amazes him, that leads him to perceive the tourism service as distinct from other competitors, and able to give an increasingly engaging experience to the individuals who choose them.

As being digital natives, you will be then guided in developing a global project of entertainment and spectacularization of the service, which goes beyond the product, beyond the features and benefits, and which is able to involve all the senses of the tourist, stimulating the mind, to touch the heart, engaging relationships and retaining customers.

2.1 Augmented reality: the benefits in the tourism experiences

The potential of the **AR in tourism is evident**: the only tools needed are a Smartphone or a Tablet in the case of augmented reality and viewers in the case of virtual and mixed reality. Here the main advantages for the tourism industry, are analysed:

•   Economic Advantages The economic value is linked to the costs incurred and to ascertain whether a product or service is worth the investments made. A product or service that guarantees a joyful and happy tourist experience guarantees a high satisfaction rate and better word of mouth, attracting new potential markets.

•   Experiential Benefits These refer to how the customer perceives products or services, both through direct use and through indirect observation. Augmented reality could represent, in the coming years, a valid alternative to tourist guides, giving the user the right to manage his time in total autonomy, deciding what to see and what to listen to. Often the visit of a city or a place of interest can be very static and flat, even in this case, augmented reality represents a

valid opportunity to be able to give life to stories and tales, increasing both the memories and the pleasure of the visit.

• Social benefits Gamification is becoming increasingly popular, that is, using augmented reality to transform a tourist experience into a game, such as treasure hunts or quizzes. The interactive aspect of these games could revolutionize the pleasure of discovery, and by sharing the results obtained, a stronger motivation for learning and participation in the museum visit could be obtained.

The main advantages that AR has in the tourism sector are:

• A better communicative effectiveness, due to the greater involvement (immersion) of the potential customer.

• An improvement in sales strategies and processes (augmented reality is mainly used on brochures, billboards, during events, thus providing an extra weapon in the hands of marketing) of more effective communication, able to remain etched in the memory of the possible customer, influencing purchase decisions.

• Furthermore, riding the wave of the latest technologies, it is possible to recreate that WOW Experience (element of surprise) that has positive repercussions on word of mouth (everything new creates amazement, and everything unusual makes people talk about themselves).

Augmented reality and virtual reality are both a valid means of involving the customer more, increasing brand awareness, managing to enhance the communicative effectiveness of a given offer.

Thanks to its versatility, the integration possibilities can be multiple, based on the contingent situations in which the customer finds himself. It is no longer just a one-way communication by the entrepreneur, but it becomes an opportunity for the customer to interact with the product and therefore with the company.

2.2   Optimize AR to create engagement

Consumer engagement has now become an imperative to gain a competitive advantage. Mobile marketing is one of the means available to companies with great potential to achieve this goal, thanks to the high level of use in any context of people's daily routine. Augmented Reality offers a dynamic way to interact with consumers and insert content into their conversations. The engagement between tourist and brand occurs when the interest is aroused with the product or an advertising message conveyed through a channel. Each Augmented Reality campaign can

potentially cause this kind of engagement, which the company can increase by inducing users to more engaging actions, generating interest in the brand, especially if it is new, engaging the tourist at a deeper level.

The engagement with the tourist is also strengthened when the content related to the brand is easily inserted in the communications between the members of an **online community**. **Marketing initiatives that exploit Augmented Reality** can therefore generate engagement between users, giving them the opportunity to interact within the same digital layer. By creating a means of socialization of this type, the perceived value of the AR and consequently of the brand that becomes the subject of conversation is increased. While the engagement between two users requires the interaction between these two, that between user and observer is much easier to obtain. In fact, to achieve it, the user must have the ability to create content that can be contained in their social networks. The contents can be videos or images inherent to the AR experience, which inform observers and encourage them to try the experience. This means that those who design the experience must consider the point of view of both users and viewers. One way to encourage sharing is to include the ability to customize the content, in order to increase interest and make the campaign go viral.

2.3   Optimize AR to promote destinations in general

In terms of tourist destinations, these applications undoubtedly offer new opportunities for the promotion and communication of the territories[4] and can foster a strengthening of the relationships that are established between the places and the users also through proposals for experiential tourism. On the one hand, tourists could post their comments on the place visited on the social web; on the other, it could be hypothesized, especially in terms of territorial marketing, a reality that is increased with the analysis of environmental associations or information on the level of pollution, or with the prices, comments and evaluations of customers "projected" accommodation facilities[5]. Some applications could contribute to processes of awareness, participation and construction of contents for the improvement of services and therefore to the image of a locality and its tourist reception, for example by soliciting the participation of users in discussions on environmental quality or on the accessibility of tourist sites, with the possibility of reporting problems and suggesting interventions.

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[4] Kellerman and Paradiso, 2008
[5] Contini and Mori, 2012

2.4 Tourism fields and Augmented reality

The possibilities of use in the tourism sector grow from year to year applied in the following field:

- Museums and places of interest: The worst nightmare for any museum is that of losing visitors, which has negative repercussions both in economic (lower turnover) and in social and academic spheres. This can be caused by a multitude of factors, but what most of all influences the fate of a museum is its ability to tell its story, and to do it well. Augmented reality allows the reconstruction of works of art, eliminating any defects due to wear, giving visitors the right to examine the paintings or works of art in their original condition. Making the visitor participate, who transforms himself from a passive visitor, who reads and looks at the works, to an active visitor, in a potential actor or player, through gamification or being able to make him identify with the museum, can certainly contribute to increasing the visitor satisfaction, transforming it into a powerful direct advertising vehicle.

- Transport sector is the one that can benefit most from augmented reality. With the AR, tourists can find a lot of useful information that can always help before and during a trip to a new country. Through the use of this technology, navigation for pedestrians is improved. A very interesting application in this context is Tunnel Vision, which improves and makes both waiting and the rides of the New York subway more enjoyable. By pointing the app's camera on the New York transport map, you can see where the trains are, how many people are on each train, the average receipts for each district (relative to train tickets).

- Accommodation, food services and destinations previews of the hotels, restaurants, or other attractions and tourist facilities, helping the customer on one hand, providing him with a real and as specific as possible overview of what is the tourist offer of a hotel or destination, rather than showing him the tourist attractions to visit, from other the individual companies that can succeed in persuading possible customers by focusing on their own distinctive elements

3. Unit 3 Augmented Reality Application in Tourism – Building new tourism services

3.1 The model

The staging of tourism products should induce memorable experiences, based on a model of new tourism service development, as the integration of customers' needs with destinations' resources. These are both tangible resources such as built heritage, museums, monuments, beaches, mountains, and intangible resources such as image, identity, lifestyle, atmosphere, narrative, creativity, equipment, and other resources necessary for services or particular themes' development. Once the concept of service incorporates clients' needs, the destination resources available, and the selected theme, the development process can be designed. In this first phase (i.e., the design phase), the working group and objectives to be achieved must be defined, and the storyline must be developed so that this narrative can be used to guide all stakeholders and ensure that they develop the remaining service components within the spirit of that narrative.
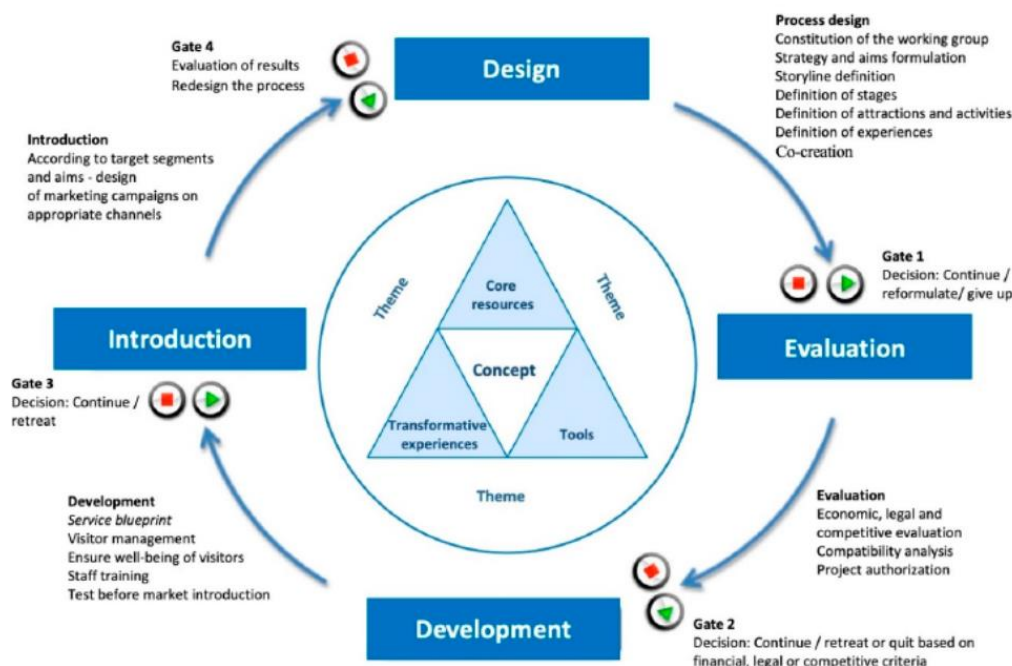

Image 1 Goldstein, S.M.; Johnston, R.; Duy, J.; Rao, J. The service concept: The missing link in service design

The model's centre consists of the **concept of service**, which must always keep in mind that **the goal is to provide the necessary framework based on staging that provides the ideal conditions for memorable and transformative tourism experiences**.

How service is conceptualised plays a central role in the process of developing new services. **This concept not only defines the form or 'how' and the content or 'what' service design**, but also **ensures the necessary integration between form and content and mediates as needed between companies' strategic intentions and customers' needs**. One of the reasons for services' failure could be the mismatch between what organisations intend to provide (i.e., strategic intention) and what customers need and expect (i.e., customer needs). This gap can be the result of inappropriate marketing or development processes that have not taken into account clients' needs.

3.2   The Design Phase

It is important of i**nvolving different stakeholders in all phases of new product development**. In the first phase of planning tourism experiences, a working group that can coordinate the entire development process should be formed, it needs to involve all stakeholders who can contribute to the process. When several organisations are needed to develop the tourism product, establishing the working group is much more complex, potentially involving public and private sector organisations. In all cases, the process leadership should be clearly defined, and external experts need to be recruited who can contribute specific know-how and coordinate the overall process if needed. Regarding the definition of **strategies and objectives**, two steps are decisive because they drive and direct the entire service innovation process and infuse this with the required effectiveness and efficiency. The other topics listed under the design phase of the tourism product development process were proposed for the present study, including the definition of the storyline, scenarios, attractions and activities and dimensions of the experiences to be achieved. These items are not usually present in models of tangible product or service development, because they do not focus on how products or services can generate memorable and transformative experiences for customers. At this point in the process, the level of costumer involvement and co-creation should be analysed and addressed. **Formal meetings with all stakeholders** involved in the project can be used to analyse the information collected and the measures taken during the previous phase, as well as providing support for decision-making regarding sending the project on to the next stage. Notably, stakeholders may also want to consider retreating to the previous phase for re-evaluation or even abandoning the project. If the decision is made to move on to the next stage, these meetings will also serve to define the tasks each intervener should carry out during the subsequent phase. Thus, the present proposed model includes that the process's design phase needs to end with a formal meeting of

stakeholders, in which they deliberate on the process's evolution and the tasks to be accomplished in the next stage, namely, the information to be collected.

3.3   The Evaluation Phase

Regardless of whether they focus on the development of tangible products, services, or tourism experiences, the components integrated in this phase can vary between models. This analysis phase should include business or economic analysis and project authorisation, and could be divided into a preliminary evaluation and a more detailed assessment. The preliminary evaluation includes a rapid appraisal of the project's technical, financial, legal, and market aspects, and the detailed assessment consists of a definition and justification of the product, as well as a description of the project plan, market research, and competitive, technical, production and financial analyses. The final decision to move on to the development phase is based on financial criteria. A good idea is not in itself a guarantee that the new service will succeed, this phase should include an analysis of the project's economic viability. An analysis must also be conducted of the legal constraints that may affect the project's development, in addition to competitive analysis, in order to verify that no similar products exist in the market. Further adds an analysis of how the new product can be integrated into existing products, considering understanding new products and services' potential impacts on the existing ones is important at this stage. The last topic listed within the proposed model's evaluation phase is the project's authorisation, which can be done in a formal meeting with the characteristics mentioned in the preceding paragraph. In addition, the decision to authorise the project's transition into the development phase must be based on the information collected during this phase on legal and competitive aspects, as well as the assessment of the project's economic viability.

3.4   The development Phase

Although processes can be reduced to steps and stages, these should be understood as interdependent and interactive systems and not as disconnected or isolated parts. One useful approach to visualising service systems is a **mapping technique called "service blueprint"**. In essence, a service blueprint is a diagram that shows all the elements that constitute the service under study and whose main purpose is to facilitate more objective analyses of the service process. This technique documents all the steps and points of divergence in a specific service, identifying weaknesses and anticipating the occurrence of any problems that may have a negative impact on the way customers will perceive that service. The results can provide

important insights into how best to manage tourist or visitor flows and ensure their comfort and well-being. Blueprints must not be generic but rather quite specific, as a separate blueprint needs to be prepared for each service. In addition, the service should be mapped based on clients' explicit actions that allow them to receive the service and that the blueprint needs to include the moments of contact between people and internal procedures for providing the service. Services in general and tourism in particular are characterised by an inseparability of consumption and production, clients and/or tourists' close involvement throughout service processes, and the issue of spatiality. Therefore, the necessary elements for staging experiences must also be present at this stage (i.e., clearly defined scenarios, attractions, and activities and dimensions of experience. These aspects need to be dealt with both strategically and operationally.

The relevant strategies should be implemented in the process's design phase, and the development phase should focus on the operational side of the process. At a more advanced stage of the development phase, training needs to be oriented to employees in direct contact with clients, that is, service providers who interact with customers in the co-production of experiences. Direct experience with the tourism sector also suggests that employees involved in selling these products should also receive special training after the prelaunch test and before the new products are introduced to the market. Destination management organisations and tour operators customarily invite key personnel to visit the destination and experience new products directly, especially people who are linked to outgoing travel agencies, so that they can become more at ease with selling these services. Tour operator representatives begin their training at the destination by watching and participating in all products sold to customers (e.g., excursions or theme park tickets) in order to be able to explain to clients the types of experiences that the products can provide.

The development phase ends with a prelaunch test. However, this test is not always conducted, but, it may be performed in different configurations, such as surveys or experimental actions in selected branches.

3.5   The Market Introduction Phase

Before moving on to the launch phase, the proposed model requires another formal meeting with all relevant participants. Based on analyses of the information collected during the development phase, in particular the service blueprint and the prelaunch test of the service—if this has been run—the decision is made to move forward or go back to the previous stage to

reassess possible weaknesses. The last phase consists of the market launch. Depending on the target tourist segments, the project team selects the most appropriate distribution channels. Despite the decisive importance that this phase has in new products' or services' success or failure, the planning, execution, and launch of marketing campaigns fell outside the scope of the present study, so they were not subjected to further analysis. After the launch, the working group needs to meet again to re-evaluate the entire process.

The proposed model emphasises the circular nature of the process (see Image 2 above), as a main objective of the current study was to demonstrate the dynamic nature of new tourism product development and the constant need to re-evaluate these products. However, the arrow linking the launch and design phases cannot be represented as dashed as this would indicate only a possibility of redesigning the process. The entire process of developing new products is based on destinations' resources and customers' needs, which are both constantly changing, so an accurate model of innovative tourism product development must include continuous re-adaptations of these services.

4. Unit 4 Hands on – Building new tourism services with AR

The Covid-19 health emergency has placed a series of obstacles to activities operating in the tourism and hospitality sector that require **new methods to communicate effectively with suppliers and customers**. The relaunch of tourism and hospitality goes through technological innovation. Proof of this are the solutions proposed to overcome the problems that emerged due to the Coronavirus, such as Apps to view menus or check-in robots that facilitate social distancing.

4.1 How to design a tourism service with AR

Each AR experience is interpreted in the context of the environment in which it is located. To designate a successful AR experience, four main steps are presented:

1. **Identify the target and the object to communicate;**

2. **Determine how the AR will be activated (identify the role of the users);**

3. **Choose how and by whom the AR device will be provided;**

4. **Choose how the digital layer will integrate with the specific environmental and social context.**

5. **Align the AR experience with the corporate Marketing program.**

As for the first point, the experience should be driven by the tourist, rather than by technology. Your efforts should be guided by creating a unique, inspiring and valuable customer experience. These aspects should help you identify where to install the AR device, how it should ideally be activated and how it should be presented. It may be exciting to leverage the new technology or platform, but initiatives that engage prematurely in a particular approach risk failing to connect with consumers, who may perceive the process as deceptive.

The AR experience that fails to meet customer expectations could worsen the brand image, waste resources and mark future marketing programs involving this technology. Marketing employees should focus on fuelling engagement, through precautions in design choices. For example, giving consumers the opportunity to decide or manipulate the content they see can increase engagement between brand and user. By allowing the co-creation of content, it is possible to optimize the tourist experience. As has already been said previously, the first adopters and opinion leaders are a particularly relevant target for campaigns that exploit new technologies, as they help in the dissemination and creation of content. In fact, the choice of

initially involving users who are more inclined to create awareness and share in social networks can be a winning choice. In addition to this, it is necessary to create content that can arouse interest for observers. Augmented Reality can provide unique benefits in an integrated marketing campaign, stimulating communication between consumers and generating visibility in social networks. Content that reflects the personality of consumers has a much better chance of being shared and of creating word of mouth and attracting the attention of the mass media. However, AR initiatives require support elements to be activated. You can use interactive packaging, advertising and in-store displays to encourage consumers to download and use dedicated apps. It might be useful to hire employees or brand ambassadors, to encourage passers-by to try the experience. Finally, it is important to remember that the usefulness of Augmented Reality is not limited to communication, it can be used to enrich the retail experience, to complete the offer of a product or to maintain the relationship between consumers and brands. The power of AR lies in the ability to integrate digital and real, but at the same time it makes it vulnerable to complications that must be anticipated and controlled.

4.2   The cooperation between tourism players

The principal challenges when considering business start-up and self-employment area is the lack of limited networks and often struggle to build legitimacy among financers, suppliers and customers.

Building Networks which are groups of actors with a relationship or tie that connects them, is very important for a new entrepreneur. These interactions are especially important for new entrepreneurs because entrepreneurs are a product of their social environment. Entrepreneurial networks are a source of motivation, ideas, information, advice, business partners, employees and customers. Held together by bonds of loyalty, trust and affection, strong ties are typically very important to entrepreneurs who are in the process of setting up a business and have special difficulties in accessing needed inputs for their venture through market mechanisms.

It is suggested that tourism industry should have collaboration between tourism players, in order to serve tourist better. In a tourism sector dominated by micro and small companies, these features may be achieved above all by cooperation with a range of stakeholders at the local and/or regional level.

Stakeholders usually pool their resources and cooperate to resolve emerging problems in tourism development, the relationship between different partners located in a particular tourism destination. The underlying principle of this relationship is the motivation to be successful in some domain of the business (directly, by increasing the volume of sales, or indirectly, by improving the image of the tourism destination in which the partners operate).

The motivation for building a new business relation in the form of networking or collaboration may **be external or/and internal**. External motivation is generated by the business environment, in particular globalization, rapid technological changes, climate change, humanity's increasing mobility, and intensifying competition between tourism destinations and companies. Internal motivation for cooperation is mostly contingent on lack of resources (tangible and/or intangible – in areas such as knowledge, personal contacts and experience).

4.3   Assignment

Choose O1 in your region and Design new services to enhance the experiences of the tourist business, integrated with AR.

DESIGN PHASE	
Define the working group *Reflect on stakeholders needed*	
Define the concept: *1.Identify the target and the object to communicate;* *2. Analyse the context* *3.Determine how the AR will be activated;* *4.Choose how and by whom the AR device will be provided;* *5.Choose how the digital layer will integrate with the specific environmental and social context.*	
Augmented Realty Type	

The Benefit for Tourist, Benefit for Operating, The Benefit to Tourism Marketing	
Definition of stages	
Definition of attractions and activities	
Definition of experiences	
Co-creation	

EVALUATION
Economic, legal and competitive evaluation *1. The attractiveness of the sector. Understanding the barriers to entry, competition, what future developments in the sector could be.* *2. The system of value. How the different companies are organized internally for the development of technology and if they are supported by partners.* *3. Technology. In terms of hardware and software, that companies use and offer to their customers.* *4. Relationship with customers. Understanding what kind of relationship is established with the client company, if it is the latter that specifically requests the AR and how this technology is perceived.*
Compatibility analysis
Project authorization

Then write **your business plan following the intruction provided in M2.**

You could use the following template as a guideline.

PERSONAL INFORMATION	
Name- Surname	
Subject of the Business Plan	
Entreprise title (if any)	
I.SECTION: general information (not more than 1 page)	
BRIEF INFORMATION ABOUT ENTREPRENEUR	
In this section provide information about your personal experience and curriculum vitae related with your business idea	
BUSINESS ESTRABLISHMENT/DEVELOPMENT OF BUSINESS IDEA AND DECISION PROCESS	
In this section provide brief information about the evolution process of your business idea and mention people who contributed your idea, mention other things like conditions or events ext. that contributed to yur business idea during its evolution process	
II. SECTION: FEATURES OF ENTREPRENEURS AND HIS/HER BUSINESS (not more than two pages)	
2.1 PERSONAL INFORMATION	
NAME SURNAME	
ADDRESS TELEPHONE	
EMAIL ADDRESS	

DATE OF BIRTH	
COURSES, SEMINARS OR PROGRAM	
FOREIGN LANGUAGES AND LEVELS	
WORK EXPERIENCE	

2.2 VISION OF ENTREPRISE

In this section please provide brief information about the vision of your enterprise (the place that you want to reach in 5 years)

2.3 SHORT TERM GOALS

In this section please provide information about the goals that your enterprise going to achieve in 1-2 years

2.4 MEDIUM TERM AND LONG TERM GOALS

In this section please provide information about the goals that your enterprise going to achieve in 3-5 years	

2.5 BASIC ASSUMPITIONS/RISKS

In this section please evaluate the possible risks that may arise from internal or external factors (like legal regulations, economic conjuncture ext) that you may come across during the implementation process of your business plan

3.SECTION: MARKET INFORMATION AND MARKETING PLAN (not more than one page)

3.1 MARKET PROFILE

In this section please provide information about purchasing habits and power of your clients, the availability/accessibility of goods/services that you will offer to your clients and the situation of your competitors

3.2 MARKETING TARGETS

In this section please indicate your marketing objectives and goals and how you plan your work about the indication and position of target market

3.3 DESCRIPTION OF GOODS/SERVICES

in this section within the context of your business plan please indicate brief information about the goods and services that you will offer.
see 3.1

4.SECTION: MANAGEMENT AND PRODUCTION/SERVICE PLAN (not more than 1 page)

4.1STAGES OF PRODUCTION/SERVICE PROCESS

In this section please indicate the stages of production or service that you are going to provide in the context of your business plan
Create, Develop, Release, Advertise and support

4.2 ORGANISATION CHART

In this section please draw your organisation chart and provide information about the key personnel and their duties

5 SECTION: financial plan (not more than 2 pages)

5.1 INITIAL COSTS and OTHER INITIAL EXPENDITURES

in this section please provide brif information about the initial costs and other initial expenditures that will occur in the context of your business plan

5.2 OPERATING COSTS

In this section please provide brief information aboutteh operating costs yhat will occur in the context of your business plan

5.3 PRODUCTION/SALES TARGET

In this section please provide brief information about the production/sales target that you specify in the contect of your business plan 3.1

5.4 EQUITIES and/or ALTERNATIVE SOURCE OF FINANCE
In this section please provide brief information about the equities and/or alternative financial resources (if any) that you are going to use in the context of your business plan

Resources

1 Pine B. Joseph, Gilmore James H., The Economy of experiences. Etas 2000. p. 10 15

2 Business case: The Customer experience ecosystem Playbook. Forrester Research Inc. 21 June 2016. p. 7

3 Pine B. Joseph, Gilmore James H., The Economy of Experiences. Etas 2000

4 Kellerman and Paradiso, 2008

5 Contini and Mori, 2012