



Innovation in social & sustainable tourism

How the PROFIT project helped
us find solutions





Director of publication

Yves Godin

International Social Tourism Organisation (ISTO)

Rue Haute 26-28, 1000 Brussels, Belgium

Author

Alexander Simoen

Contribution from

Luc Gobin

Layout

Capital Panache

Editing

François Sans

Print

HelloPrint

Photo credits

PROFIT project partners & participants



Table of Content

| | |
|---|-----------|
| Introduction | 1 |
| Summary of the project | 3 |
| Spotlight on Innovation | 5 |
| Themes | 9 |
| SME Operators speaking the language of Tourism for All | |
| Unknown is unloved - establishment & Call to Action | 9 |
| DNA of Social Tourism - Defining the sector | 11 |
| Trends | 13 |
| Practical Toolkit | 15 |
| Best Practices – ISTO Network | 21 |
| “Putting the customer first” | |
| Customer service design Why and how? | 25 |
| Customer journey – The Process | 27 |
| Customer journey – Learnings | 33 |
| Co-creation – Methodology & Themes | 41 |
| Co-creation – General findings | 45 |
| Action Plans Canvas | 47 |
| Actions beyond the timing of the project | 49 |
| Conclusions & lessons learned | 51 |

Introduction

Innovation is one of the key items in product development of the future. The pace of change is getting faster and faster and Small and Medium Enterprises need to adapt, to be creative, and to provide their clients with profitable and attractive services.

Innovation is not a one-time measure. It is a permanent, continuous process embedded in your daily operations. The tourism industry is home to a number of small businesses, associations and an increasing number of new on-line initiatives.

With the Interreg 2 seas PROFIT – PROfessional Framework for Innovation in Tourism initiative, ISTO and its partners had the opportunity to re-think, to reinvent the approach on tourism product development. Through the almost monthly exchange of experience and the interaction between experts and tourism professionals, we succeeded in setting up a methodology on service design and co-creation where, for the first time in the tourism

INTRODUCTION

industry, innovative ideas can be tested on the field. It can become a fundamental asset in the future work of the SMEs.

ISTO has been involved in this project with the aim of developing specific tools, tailored to the needs of organisations that adhere to the principles of Tourism for All. While other partners focused almost exclusively on SMEs from the private – for-profit – sector, we worked with stakeholders in the non-profit sector, including holiday parks, youth accommodation facilities and campsites to find specific innovation approaches that are suited to the client base, to the resources means and the philosophy of tourism for All businesses. This white paper focuses on the specific achievements of the PROFIT project.

We hope that sharing this experience could inspire other regions, associations and SMEs in their search to innovate, to improve the framework for innovation.



Summary of the project



The Interreg 2 seas PROFIT project aimed to provide solutions to the challenges faced by small and medium-sized enterprises (SMEs) in their future development. In a fragmented tourism sector, which is not always innovation oriented and which is faced with ever-growing global competition and changing demands, the framework conditions for innovation need to be improved.

SUMMARY OF THE PROJECT

The project was rolled out in coastal regions in 4 European countries (UK, France, the Netherlands and Belgium).

It was an exciting journey. We developed a DNA for Tourism for All businesses that has been adopted by the International Social Tourism Organisation as a whole. A practical toolkit was bundled to inspire businesses towards innovation. Mechanisms to learn more about customers were put in place and we obtained some valuable insights. We looked into some of the best practices and had masterclasses to go more in depth on some issues. Action plans were co-created with social tourism actors and their customers.

Innovation trajectories were taken resulting in the 'Zeejeemee 2020' project and the collaboration project around the Sustainable Development Goals and the societal role of Social Tourism actors where innovation can happen through peer learning.



Spotlight on Innovation

Sustainable Business Innovation

Throughout the project we learned that continuous and sustainable innovation is important in an ever-changing market. This asks for an innovative organisation culture that allocates time and financial resources to this end. It is important to take a step back from day-to-day business from time to time and rethink processes, services and products.

A lot of creativity can be found in organisations. The challenge is to give ideas a chance to be submitted, discussed and thus to thrive. Looking over the fence and learning from what

colleagues and competitors do is instructive as well. Within a suitable framework, people are eager to share on key problem areas and successful solutions and initiatives.

Collaboration

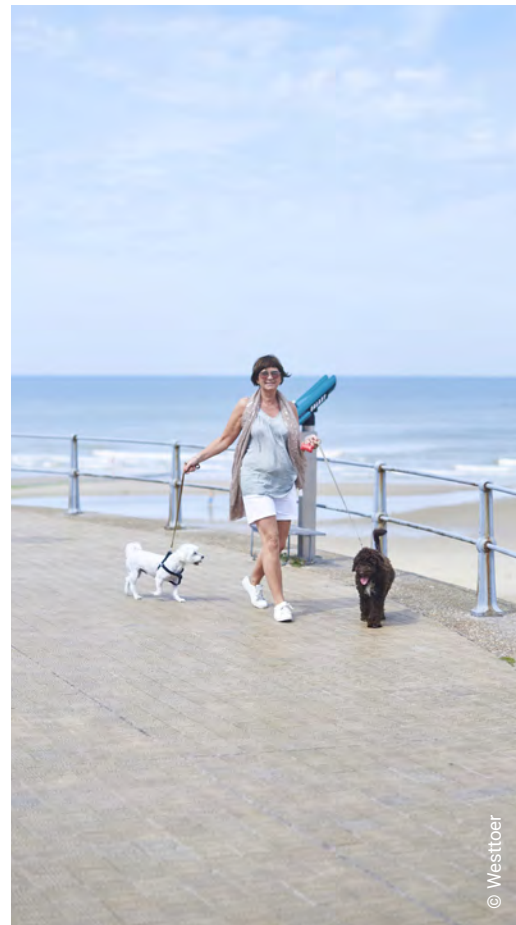
This leads us to a second element that is important to the fast-changing tourism sector: the strength and opportunities associated with collaboration. PROFIT taught us that working on certain themes together with other entrepreneurs yields various opportunities and advantages. Expertise pooling, cost sharing, externalising time-consuming activities and the acquisition of adapted external

expertise are just some examples. During the project we learned that SME entrepreneurs tend to favour peer-to-peer learning.

Customer knowledge

Most tourism businesses put the customer first in the way they run their day to day business. Few companies do so when considering what services and products they want to offer and how they intend to proceed.

The change in the approach to products and services is fundamental here. Many businesses have learned how important it is to take a step back from time to time and to think about how some activities and services might be perceived by (potential) customers and how they can enhance or adapt their offer in order to meet changing expectations of customers. The key is to start from what the customer expects and being open to think outside the box.





Digital Marketing

We have learned how important it is nowadays to adapt the digital marketing to varying circumstances. Digital marketing requires time, creativity and planning and needs to be adapted to varying target groups and varying moments during the different seasons.

It's also important that working with digital marketing begins with a good understanding of the customer and its habits when it comes to booking and expectations. During the PROFIT project HZ University conducted various big data experiments.

These have shown us, on the one hand, how difficult it is for SMEs to process them. On the other hand, we have learned that a lot of insights are available when we bring together information from different sources. It requires an investment at some point in time, but in the long term it pays off.

Branding & Connecting to the DNA

Identity for a holiday destination is important, both for an individual organisation and for a region. Having a clear idea about who you are and what you do is attractive for customers. It also helps your staff identify positively with your organisation. ISTO worked a lot on developing the DNA of the Tourism for All businesses on the Belgian and French coast and how it can be used both for internal organisation purposes and for branding purposes.

Product and Service Development

All the elements mentioned above serve as building blocks for the development of new ideas, new services and products that could convince customers to come to your SME, enhance their stay or gain the attention of potential customers. PROFIT gave us the chance to discover new methodologies to develop these elements based on ideas from entrepreneurs and customers alike.



T H E M E S

SME OPERATORS SPEAKING
THE LANGUAGE
OF TOURISM FOR ALL

Themes



SME Operators speaking the language of Tourism for All

‘Unknown is unloved’ – Establishment & Call to Action

The social tourism sector has undergone various changes over the last decade. One of the underlying premises for ISTO's participation in this project was the realisation that fewer and fewer people have a good idea of what our sector is about.

Moreover 'Tourism for All' destinations are not deemed attractive by a large share of the younger generation.

T H E M E S

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In 2017, ISTO conducted a survey on the image of Holidays centres on the Belgian Coast. 14 Social Tourism destinations were selected.

- Liberty Blankenberge
- Floreal Blankenberge
- Floreal Nieuwpoort
- Vayamundo
- Camping Zomerzon
- De Lombarde
- Kompas Camping Westende
- Kompas Camping Nieuwpoort
- Youth Hostel Snuffel
- JHB De Ploate
- AEP Excelsior vzw
- Ter Helme
- NZ Hoge Duin
- Peace Village

ISTO analysed the way in which Social Tourism destinations were presented in the brochures and websites of tourist offices. In the official brochures,

Social Tourism centres were presented under no less than 6 different categories (accommodation; holiday accommodation; holiday centres; type of accommodation; hostel; campsites). When we looked at the websites of the tourist offices, we found that there are at least 9 categories being used (Other>holiday centres; Social Tourism; Holiday centre; Holiday parks and holiday centres; Campsites; Youth hostel > Youth accommodation; Youth residence; Holiday accommodation > Youth residence; Rural residence centre).

Some of these categories follow a certain logic, referring to the type of accommodation they provide. But especially for the Holiday centres, 9 different categories are being used in total. This mishmash of terms does not give a clear picture to (potential) customers.

Looking at the websites of the different stakeholders in social tourism, we have noticed that even with regard to self-representation, there are a number of differences (holiday centre; holiday park; holiday domain; campsite; youth hostel).

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The conclusions of the report led to different actions that ISTO undertook with the participating 'Tourism for All' stakeholders.

DNA of Social Tourism - Defining the sector

Following a further analysis of the values and characteristics that the tourism operators themselves offer in their communication and promotion activities, we contacted an independent expert to assist us in building the DNA of Social Tourism. 27 participants from the sector worked with us and 2 experts to define the DNA of Social Tourism.

The result was a range of values and goals which form the basis for the innovative product and service development within the centres, a practical toolkit for SMEs.

What follows is a short presentation of the DNA, but this initiative has found a wider application in the operations of the International Social Tourism Organisation.

The description below is specific to the offer side of Social Tourism. More information on this topic will be provided at a later stage.

- **Quality of Life**

"A Holiday is a basic right for everyone."

- **Accessible**

"Accessible in every sense of the word."

- **Solidarity**

"Social mix of guests and mutual solidarity."

- **Fair Business**

"The profit is reinvested in values."

- **Environement**

"The Global Sustainable Goals of the United Nations."

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Trends

(Source: ISTO; Bedenk 2017)

The Interreg 2 Seas PROFIT project aims to create framework conditions for innovation in Tourism. ISTO identified and submitted 21 trends to the 'Tourism for All' stakeholders. 8 of them were selected by the SMEs to work on.

Ubiquitous communication and technology

Wireless cities, network convergence, smart household appliances, etc. We are always online, and we 'should' always have access to all the available data. What are the opportunities? Is there any potential in the trend of people who want to escape the ever-present communication for a moment?

Active ageing – Active Seniors

People in Europe are getting older. They have time, money and they are still active. This is a large market, which offers opportunities. Which services and products could respond to their needs? There will be older employees, what will be the repercussions for your HR policy?

New Family Relations – Kids Rule

New categories of family life emerge, and the old traditional family patterns are now becoming less and less prevalent. It should be noted that children receive a larger share of the expenditure budget. Do we envision products, services and activities for the children of the future? What is an acceptable, ethical way to approach families from a marketing perspective?

Durability and environmental consciousness – Ethical Tourism

Environmental consciousness is important. Ecological claims and the use of natural materials have become an important selling feature. How can we address disposable culture and lifestyle? How can we work with this approach and develop greener services and products?

Instant Economy vs. Slowing Down

Speed and ever faster evolutions in our society are omnipresent. Questions need to be addressed immediately; people don't like queues. At the same time people are looking for slowness, wellness, a sabbatical year. How can we deal with

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this, and offer alternatives for customers, suppliers and staff?

Multicultural Society

Multicultural society is a fact. This has an impact on the HR policy and on the composition of our customer base. How can we work with this, how can we promote our offer within this context?

Respect – Ethical entrepreneurship

Respect for customers and staff. Companies want to promote themselves as 'best' employers. Within the Tourism for All sector this is not a mere marketing strategy, it is at the basis of our mission and values. The same goes for our relations with customers. But how can we stress this and promote ourselves in a good way? And how do we keep working on the best possible way to live up to our goals?

Health

Dietetic, natural and healthy food. This is already a major trend, but it is expected to grow even more in the future. What are our answers? How do we make our offer healthy and attractive?



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Practical Toolkit

The DNA of the coastal region, of Social Tourism and the selected (societal) trends were used to develop a practical toolkit. Together with the Tourism for All actors, we identified potential actions that the SMEs can undertake to enhance their offer and services towards today's customers. We will present some of the best ideas in the following part. We used 4 general categories.

Some of them have already been developed as part of the PROFIT project, others can be jointly implemented in the future or at the level of each organisation and at regional or even (inter)national level.

T H E M E S
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01 Experience, animation & activities

In general, propositions involved the surroundings of the holiday centres, local co-operation with individuals, enterprises and organisations for the creation of new recreation and playing activities.

- **Intergenerational activities**

There is a growing trend of grandparents taking their grandchildren on a holiday. Activities that they could do together would respond to this. They must therefore go beyond the usual children's or elderly people's activities.

- **Digital-free week**

Children should get the opportunity to play during a holiday. As socially committed enterprises we could propose activities that "pull" the children away from the screens they are so used to. Building beach huts, treasure hunts in the dunes, a sandcastle competition are just some of the ideas that were proposed.

- **Anti-loneliness weekend (share a table) – Retro weekends – Mourning week at the sea**

Using childhood experiences to overcome barriers.

Seniors in our regions often find themselves alone. Many of them have good (childhood) memories of holidays spent at the Belgian Coast. People who have to overcome losses could make good use of the setting of Tourism for All accommodations and their surroundings to find a chance to breathe. Together with other organisations, we could develop offers for people in specific situations, giving them the specific support they need at that time.

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- **Co-operate with other local activities**
–special offers for young adults
Music festivals, sporting events, theatre at the sea; ...
This would be a particularly apt way to make young adults acquainted with the offer of Tourism for All accommodations. Good memories make people come back.
- **A relaxation room/ treat for 'cooking-parents', teachers and educators...**
The organisation of school or youth camps asks a lot from the people accompanying the children. A specific treat for them would help them feel at home and use the (little) spare time they have in the best possible way.

T H E M E S

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02 Profiling, Marketing & Communication

Tourism for All has a broad, innovative and all-encompassing mission. It should be translated into today's needs and trends. Especially in the way we present ourselves to today's customers, perception management requires specific attention.

- **A communication tool – platform for parents during a school trip or youth camp**
Parents are very concerned about their children and want to keep in touch. Letting them know that they are treated with the best care in your holiday centre might open possibilities for a family visit.
- **Challenge your customers to write reviews and share pictures**
 - For example, by creating a specific access page when using your Wi-Fi
 - App to monitor client satisfaction and reviews.
- **A common name – category for Social Tourism destinations**
- **Specific communication on potential activities in case of bad weather**
- **Virtual Reality and drone images.**
Images say more than words.
People want to see with their own eyes what they are going to get.
- **A personal welcome message 3 days before the arrival**

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03 Partnership and learning network

'Together we are stronger' the saying goes.

- **Common development of digital communication techniques, exchange of materials, entertainment activities...**
For example, VR possibilities inside the holiday centres.
- **Common framework for transportation**
- **Walking the dog, retirement home, 'fisherman's experience'...**

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THE LANGUAGE
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04 Infrastructure and daily operations

Technological advances and societal trends create new needs and expectations. In some cases the operational structure and the infrastructural provisions need an update to answer evolving needs.

- **Kangaroo option**
Families bringing the grandparents.
Living holidays together whilst allowing for enough privacy.
- **'Modern' playing kit for the children**
Taking into account the changing trends of what children like.
- **Lounge room for the older children**
- **A common kitchen outside**
- **Screens and televisions**
Show the social media feed



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Best Practices – ISTO Network

(Source: ISTO; VVTA 2019)

These examples were taken from an interactive exercise done with Tourism Operators at the Belgian Coast in a workshop with Via Via Tourism Academy.

01 Quality of Life

- Hello Happiness
- 60+ Lectures
- Cultural & gastronomical circuits

02 Environment

Food

- Vegetarian cooking
- Local – Organic products
- Too Good To Waste

Technical material

- No cars on the site
- Choice of cleaning products
- Limited printing
- Eco-friendly new technical materials

Electricity

- Solar panels, green power
- LED-lighting
- Keycards to use the lights

Water

- Rainwater collection and use
- Limited showering water

Activities

- 'Cleaning Days' with the residents (Camping)
- Staff encouraged to cycle to work
- Co-operation to reduce CO2
- Tree planting day
- Bring Your Own Towel
- Awareness-raising activities

Waste

- Plastic usage

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03 Fair Business

Employees

- Hiring people from disadvantaged backgrounds
- Hiring people with disabilities
- Investing in training for ALL employees
- Mainly full-time permanent contracts
- Local staff who know the region
- People serving their community service

Products and services

- Fair Trade
- Local products – support for local economy
- Associations can (freely) use meeting rooms

Organisation and policy

- Gala of Happiness
- Support for local events
- Co-operation with other organisations
- Reinvestment of profits



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04 Solidarity

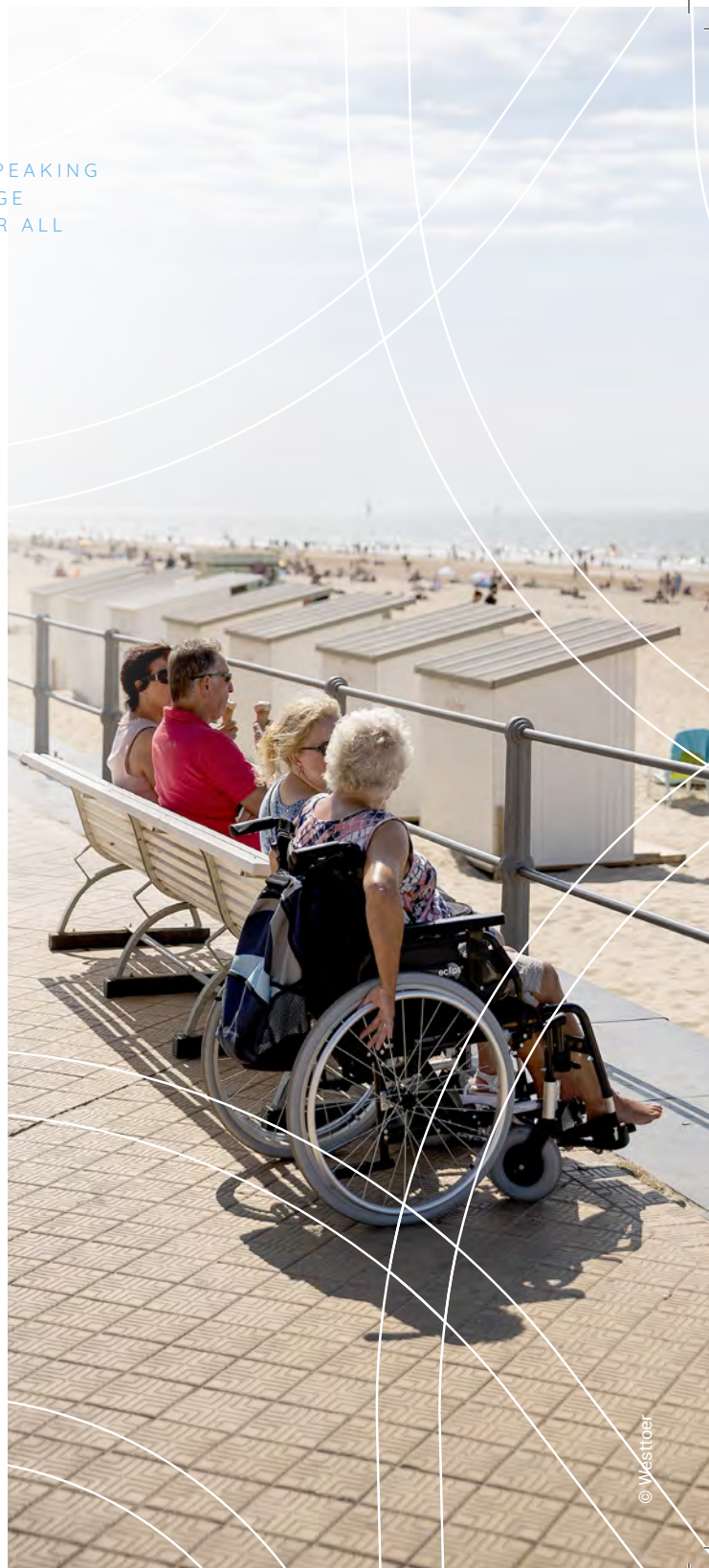
- Stimulate community at the centre through activities
- Clothing bank during winter
- Co-operation around poverty (poverello)
- Co-operation with local organisations (district workings, museums & guides, ...)
- Everyone deserves a holiday
- Price for singles
- Possibility to share a room with the staff:
Cuisine Mondiale
- Seniors through OCMW
- Bringing together different groups
- International co-operation
- Shared lounge/ Kitchen
- Co-operation with service club

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05 Accessibility

- Holidays for people with physical disabilities
- Holiday participation for all
- Sea-Beach wheelchair, mobility scooter
- Allergies
- Working group around respect
- Groups with Alzheimer, ALS, ...
- A & A+ label



T H E M E S

«PUTTING THE CUSTOMER FIRST»

“Putting the customer first”

Customer Service Design - Why and how?

Source: ISTO; Crowndog Management (2018)

The CSD stimulates and helps companies to design and develop their products and services starting from the viewpoint of the customer and the experience of the customer.

During the project we worked in different steps:

01 Customer Journey

Go through the holiday experience of the customer.

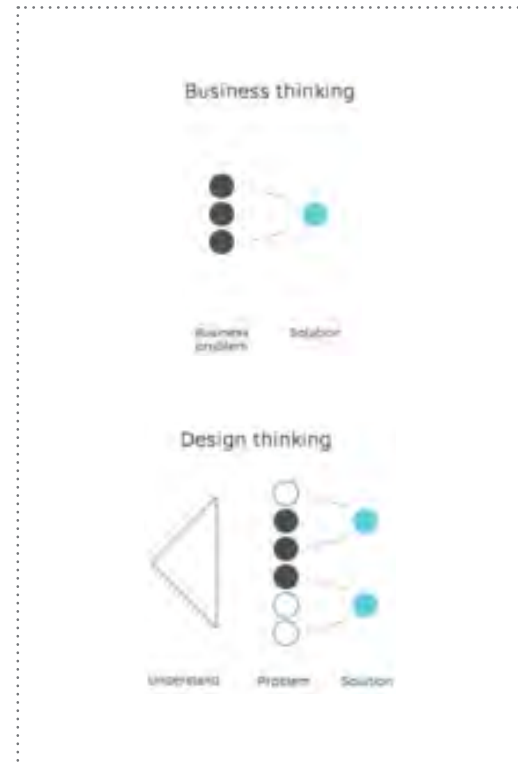
02 Co-Creation with customers and SMEs

Work together with customers and SMEs on the ideas provided by the customers during the first step of the process.

03 Action plans

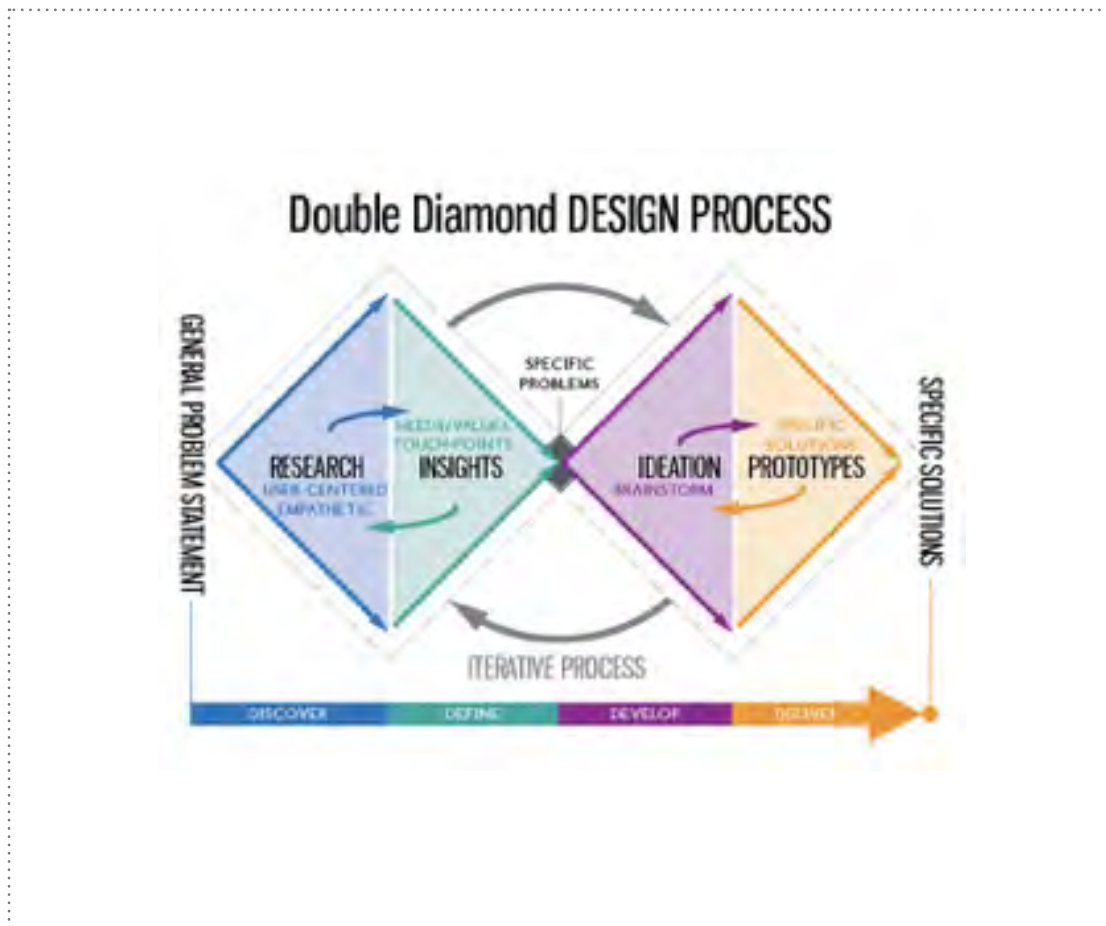
Plans on how to implement and develop innovative products and services taking into account the needs and wishes of customers.

The application of this methodology in the tourism sector is totally new and has brought us some interesting insights.



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Customer Journey - The Process

We selected two target groups to work with in the customer journey workshops, namely School trips and singles. Over the course of two workshops, we gathered insights on the way they experience holidays, what their expectations are, and which things are being perceived as pains or gains. The ideas of the participants led to a Value Proposition Canvas in which new ideas were formulated.

Customer Groups

The 'Sea School Trips' form an important share of the people making a trip to the Belgian Coast, especially during low- and mid-season.

This is a first important element. Secondly, the sociological composition of this target group has undergone big changes during the last decade due to European and extra-European migration and other social evolution. This has a considerable impact on the expectations, wishes and needs of this target group. It is important that our tourist centres keep this in mind when they are developing new products and services.

In comparison to other target customer group, such as families and senior citizens, we had more limited knowledge about singles as a client group. What are their expectations, wishes and needs? What are they looking for, or would they be looking for in coming to the Belgian Coast and to our

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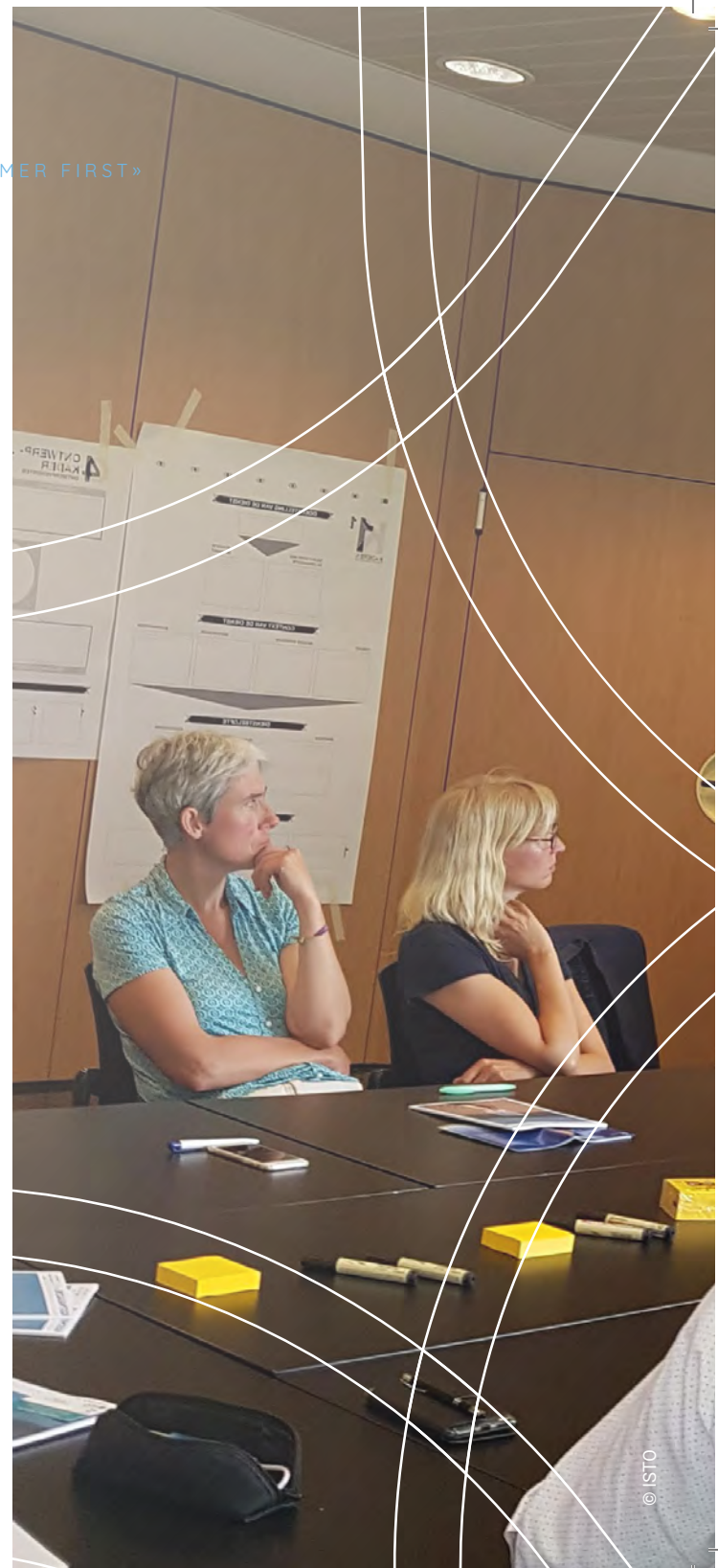
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tourist centres? Why do they (or do they not) come to the Belgian coast? What do they think of the Belgian coast? What are their considerations when making their choice for a specific place to stay?

Methodology

We organised 2 sessions of 3 hours for each target group. (2x3 hrs/ group.)

More specifically we used a Customer Journey method (journey focus) in a first session. In the second session we used the gathered results to construct a Value Proposition Canvas (Ideation focus) and a Card Sort Exercise.



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First Session

Customer Journey Insights

Introduction

Getting to know each other & presentation of the PROFIT project. This was important to create enthusiasm, willingness and an unconstrained atmosphere.

Customer Journey Mapping

A look at the different steps a client takes when planning, experimenting and evaluating a trip on the coast and in holiday centres.

For all stages we looked at expectations, wishes, needs and challenges or barriers. Through this process we will learn more about a client's actual needs.

T H E M E S

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- **Awareness or Orientation Phase**

The customer identifies a need and begins to seek information.

- **Consideration Phase**

The customer considers the offer and looks at the pros and cons.

- **Decision or Conversion Phase**

The customer looks for a contact (personally/internet) and decides to buy the product/service.

- **Experience Phase**

The effective usage of services. The first relationships are being formed.

- **Evaluation**

The customer maintains a link with his (or her) holiday. If satisfied, he (or she) will become a promoter.

5 whys (duo exercise)

An iterative interrogative technique used to explore the cause-and-effect relationships underlying a particular problem.

The primary goal of the technique is to determine the root cause of a defect or problem by repeating the question «Why?» Each answer forms the basis of the next question.

Questions (individual exercise)

- What makes a holiday centre unique for you?
- What are the challenges holiday centres should meet?
- In your opinion, what are the key factors for the success of holiday centres?

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Value Proposition Canvas

Detection of pain points, gains, tasks

- What do the customers like (gains)?
- What do the customers dislike (pain points)?
- Which tasks does the customer have to perform in order to get the product (customer task)?

Conversion to value proposition

Based on these questions which had been answered in the first session we look for pain relievers, products & services, gain creators. These elements will be important to develop new products and services in the co-creation phase.

- Which services could reinforce the positive experience (gain creators)?
- Which services could eliminate the negative experiences?
- What are the tasks currently required of customers that could be relieved by the tourism industry?



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Customer Journey - Learning

General Findings

School Trips ('Sea School Trips')

A general conclusion for TG A was the focus on financial issues. The cost of the trips is very important for the schools. 2 elements play an important role here:

- The government's 'maximum cost' rules provide that schools may not claim more than €425 over the 6-year period of primary education. These are 'extracurricular' activities.
- The fact that everyone should be able to participate in extracurricular activities.

In this line a more specific concern the teachers had was the cost of transport & mobility which makes up a large share of the total costs for the school trip.

We believe here there may be opportunities for SMEs to work together in order to be able to provide this feature.

The importance of space for children to play, the space inside when the weather is bad, and the attention that children pay to food.

Overall, it is very clear that much attention should be paid to the well-being of children.

The way children perceive their stay is also an important element for the school trip organisers when they make decisions on where to stay.

In close connection with this, there is a need for teachers and other supervisors to have their own place and time. These school trips are very demanding for teachers (preparation, great responsibilities, intense programs), so it is important for them to be able to relax in the evening.

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A last element is the importance of a promoters. The role of children is critical. They talk about the trip with their parents, often brothers or sisters will make the same trip in the following years.

It is important that centres pay attention to evaluation: requesting feedback, offering their digital channels, etc.

Educational offer

Another issue that stood out for this target group was the importance of the educational offer the holiday centres provide. The school trips are not vacation trips and an important element in the decision to choose a destination is the way teachers are supported in the educational process. Who are the excursion guides? What are the activities that can be done in the surroundings of the holiday centres? Etc.



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Singles

The general focus in this target group was more clearly focused on the holiday experience.

This includes the whole process from the search (most often digital) for a possible destination, the journey to the destination and the on-site experience.

The issue for singles was the internet search for a possible destination. A few challenges were raised:

- The offer is overwhelming (many providers), but while searching on the internet it is often not clear what the SME really has to offer. People find information on the internet unreliable.
- It is hard to compare the different options
- They did not want to spend a lot of time searching (they sometimes make last-minute decisions on trips).
- The pictures on the website are often not attractive for this target group.
- This target group had only little knowledge about the social tourism organisations. When they did, they pictured it as an old-fashioned holiday centre.

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Most of the singles do not want to be approached with that label, others did not mind.

They often travel in groups with friends, hence the importance of the experience. However, the aspect of comfort is also important. The decision to go to a particular destination is often made as a group. The singles recognised the role peers have on their own decision-making process.

The target group made it clear that it would be a good thing if the holiday centres themselves could provide a wide array of possible activities, or at least be well-informed about the options that exist in the vicinity of the centres. Activities in case of bad weather conditions are also requested. In this sense they would welcome 'arrangements' that are proactively offered by the holiday centres.

The central themes here are (sea activities, sports, relaxation, culinary activities, nature activities).

This group links the sea with health, family and nostalgia. These are themes that could be developed when it comes to branding of the coast and the SMEs.



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Practical ideas

For the full report, contact ISTO. Below are some examples.

School Trips ('Sea School Trips')

Value Proposition Ideas

6 priority themes:

01 Info search

How to facilitate quick and efficient access to information about the Tourism for All centres (TfA).

- Trivago for TfA centres
- Price tables containing every possible cost

02 Price setting & financing

How can we make sure that the school trips stay affordable in terms of budget?

- Educational support for teachers.
- Flexible prices based on the composition of the schools, social pricing for groups.
- Packages including external services (e.g. from the local tourism service)

03 Transport

What solutions can be found to solve the various transport challenges both to get there and for local travel.

- Market place where schools can discuss transportation options (where and when).
- Provision of cycles (+safety equipment)
- Special discounts for transport.

04 Well-being of children and accompanying adults

What can TfA centres do to improve the well-being of children and their teachers/educators?

- Educational support from the centres, especially for pre- and post-trip activities.
- A single contact person for every school/group need.
- (Warm) architectural design tailored to children.

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05 DNA of the coastal region

Which attractions and services TfA centres can provide to reflect the identity of the region.

- Local products
- Co-operation with local museums and initiatives.
- All-season activities related to the sea (weather independent)

06 Bold ideas for the future

Futuristic or out-of-the-box solutions for the future from the viewpoint of the users.

- Permanent educational staff for each youth centre.
- Pro Bono Activity – a free trip for your school
- Day for the parents of the pupils

Evaluation Ideas SMEs

– Practical Toolkit

(top 3 ideas entrepreneurs)

★★★★★

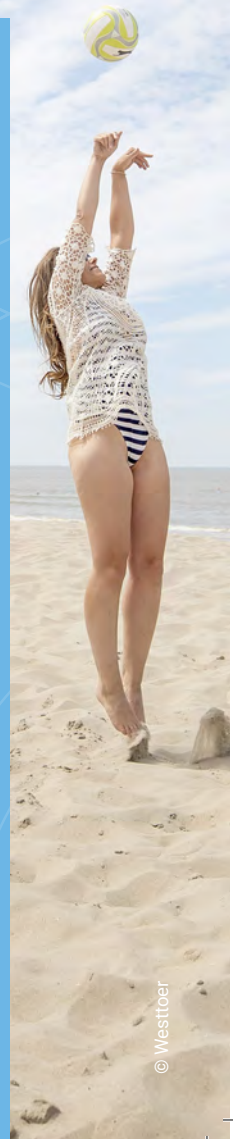
Minister for Education provides a permanent educational staff for each youth facility.

★★★★★

Educational support from the centres, especially for activities prior to and after the trip.

★★★★☆

Social discounts for school based on the composition of the schools.



T H E M E S

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Singles

Value Proposition Ideas

Please ask for the full report on the findings on the customer journey at the ISTO International Office.

01 Digital info search

How to facilitate quick and efficient access to digital information about the Tourism for All centres.

- User-friendly digital booking systems
- Create incentives for reviews
- Once the reservation has been made, send an email about the activity programme (inside and outside the centre) at the time of the trip

02 Offers and inspiration for (small) groups of friends

How can we make sure that singles and their friends are inspired to choose for HfA destinations in the awareness and the decision phase.

- Address regional activities and events on the digital channels. (Culture – Sports – Nature Events Package deals)
- 'Bring a friend' offers.
- Bad weather programme

03 Image – Perception of the Coast and the TfA centres

In which way can we help the coast and the centres to lose their image of an old-fashioned destination?

- Link a stay in the TfA centres to charity actions for which the organisation is engaged – ecological activities (beach clean-up).
- Picture wall with customers – suppliers – staff,...
- Architectural upgrade of the centres.

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04 Package Deals around typical coastal activities and offers

How can the TfA centres offer an attractive stay to young people by linking themselves to typical coast activities?

- Go global – beer tastings, culinary activities, ...
- Thematic Weeks or Weekends – Cooking fish dishes at the coast – exhibitions at the beach – Yoga weekend - Surfing course – Sailing course – organise a local beer festival ... (in co-operation with others)
- Niche targeting in the promotional and communication activities for small groups of friends.

05 Bold ideas for the future

Futuristic or out-of-the-box solutions for the future from the viewpoint of the users.

- Virtual Reality in the centres, etc. (storm on a boat...)
- Gotcha game in the centres
- Special huts in the dunes, meal on a raft in the sea,...

Evaluation Ideas SMEs

– Practical Toolkit



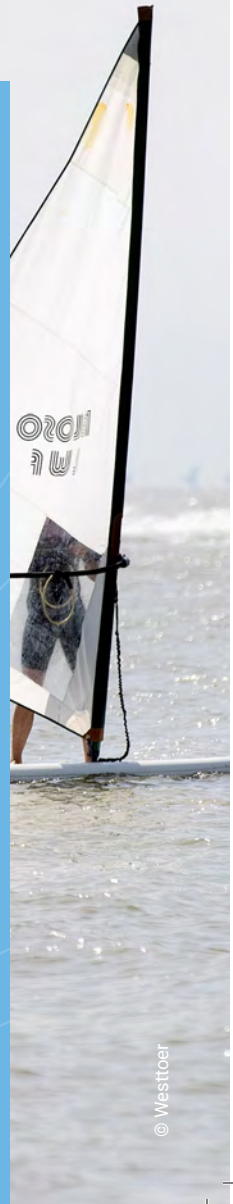
Link a stay in the TfA centres to charity actions for which the organisation is engaged (e.g. 'Music for Life').



Common image building on the website/ bring everything together thinking about the user experience.



Sampling holiday stay for schools (free trial weekend).



T H E M E S

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Co-creation – Methodology & Themes

Source: ISTO; Crowndog Management (2018)

Design Brief

A Design Brief is a document in which a product or service is concisely described, formulating the expectations on which the products and services should deliver. It is a document with which a client can communicate a number of crucial elements to third parties involved in the process of product or service development, namely:

- Description of the product
- What is in scope/out of scope
- Target audience
- Goal and function of the product or service
- Succinct research and realisation plan
- Measurable success factors (KPIs)
- Restrictions and points of attention

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Business Model Canvas

For each solution resulting from the co-creation process a Design Brief and a Business Model Canvas was made.

The BMC gives a concise overview of all the elements that are needed to set up a service or product. It will make it possible to develop a business plan in which both the costs and the gains can be mapped out.

It is a discussion document which allows for an informed discussion with the various actors involved on the logic and the setup of a service or product. It is built around 9 components:

- Value Proposition
- Customer Segments
- Channels (communication)
- Customer Relations
- Human and Financial Resources
- Strategic Partners
- Cost structure
- Revenue structure



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Workshops

Perception management and reaching out to new customer groups

Builds on the findings of the 'Singles Customer Journey'

- **Events screening service for Tourism for All centres**

"There is always something to experience for everyone at the coast."

The creation of a centralised screening service that can support TfA in the search for a diverse range of activities which in turn can be offered to clients and prospects. This would be a time and energy-saving service towards the holiday centres.

- **Partnership Service**

Everyone Coast!

The setup of partnerships that create an extra value in economic terms and in social entrepreneurship. Reinforcing the DNA of the SMEs.

- **Image building campaign through Storytelling**

An ocean of inspiration!

Set up an image campaign in which the story of the TfAs is told and which has an impact on both the outside world (the general public) and internal employees.

- **Package deals around local offers**

Go Local !

Centrally set up a digital platform to inspire a broad audience on which TVAs can arrange their arrangements and provide a specific local offer.

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Partnerships and networks

Builds on the findings of the 'School Trips Customer Journey'

- **School Trip Foundation**
School trips for All !
Creation of a fund that makes it possible for children of less fortunate people to participate in extracurricular activities.
- **Price differentiation following Socio-Economic Indicators**
Each Child "Seas" with us !
Offering a differentiated pricing for stay in TfA to schools and the weaker target groups SES standards or criteria established with primary education.
- **Centralised Animation Service for Tourism for All actors**
Tailor-made activities, friendly for you and your budget!
A centralised service that offers an extensive choice of specific animations (excluding sports) offers to TVAs to unburden supervisors and to provide schools with a better educational framework to deliver.
- **Information and Promotion Centre for Parents**
Everyone is welcome "home"!
Central entity that focuses on the promotion of TVAs and informing parents, supervisors and schools about the quality of the centres and the well-being of children during open air classes.

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Co-creation – General Findings

Tourism for All SMEs express a **clear request for support from the central entities and central control of a number of general tasks**. This holistic approach will facilitate them in a number of «High Level» tasks and concerns so that they can focus on their own core mission and on the management of the centre.

This must always be done in collaboration with the centres that wish to remain very closely involved in the decision-making process. Administrative tasks are therefore reduced, with **the participation of the centres**.

They are willing to **contribute financially or by investing staff/time**.

There is great diversity among the centres, which means that it may be necessary to look for **flexible solutions** instead of a «one-size-fits-all» approach.

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There is a clear demand for central contribution, with regard to «**Perception Management**», on how a centrally controlled action can improve the image of the centres.

In view of the rapidly changing environment, they are enthusiastic about creating a «**Learning Network**» that helps them to address the challenges they face (such as digitisation, waste management, etc.).



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Action Plans Canvas



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Actions beyond the project schedule

Zeejemeer 2020

- Opening doors for customers

PROFIT works on innovative product development and a vision for the future. Joint action on the field was deemed important by many of the Tourism for All stakeholders. Therefore, since the beginning of 2018, ISTO and different partners have been developing an 'Open House Weekend'. This should enable us to show how current Tourism for All actors not only keep working on the basis of the values that are deeply engrained within the organisation, but that the accommodation and services we provide are state of the art and adapted to the standards and expectations of customers today.

The project was called Zeejemeer and will take place for the first time in May 2020. It should be a perfect opportunity to welcome everyone and discover the

holiday centres, campsites and accommodation for young people on the Belgian coast.

For this event, collaborative initiatives are being set up with various partners. WWF Rangers Club, WeekVanDeZee, Mooimakers.be, Marien Ecologisch Centrum (MEC), the Holiday Participation centre...



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Creating a professional, dynamic knowledge and expertise platform

The PROFIT project encouraged ISTO and a couple of SMEs to go beyond the project. Therefore a new initiative was taken to form a new innovative partnership. The partnership wants to be an inspiring platform and network organisation for active leisure and tourism actors, where everyone in an atmosphere of open mind, future-oriented, positive and active opts for innovation in tourism and leisure with social added value.

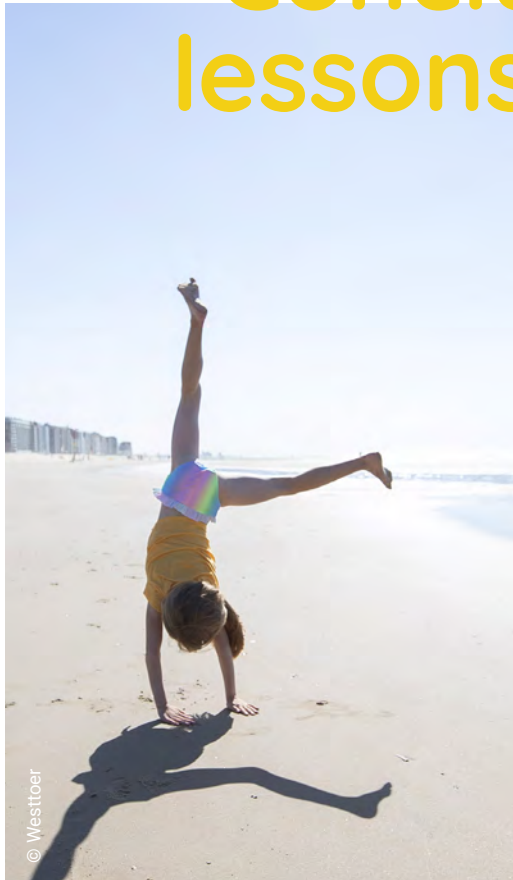
The member-actors register, in a continuous process of improvement in which they systematically incorporate the SDG objectives and the DNA tourism for All in an integrated manner throughout their operation. The participating actors want to pursue impact on the 5 Ps (People, Planet, Profit, Peace, Prosperity).



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CONCLUSIONS &
LESSONS LEARNED

Conclusions & lessons learned



Innovation is an ongoing progress that often produces long-term results. For small and medium enterprises operating in the field of tourism, the daily hospitality and service is always a priority. There is often not enough time to think about new items.

On the other hand, given the increasing pace of technology advances and societal challenges, as an SME you need to be alert on new evolutions. You need to look for this evolution on the client side and adapt your products.

CONCLUSIONS & LESSONS LEARNED

In the project we found 3 interesting innovation developments:

- The methodology to discover your DNA, integrate it in the regional DNA and rethink your product development in relation to upcoming societal and tourism trends;
- The benefits of co-creation in tourism, as highlighted in this white paper, make a meaningful difference on your different target groups;
- Collaboration is essential for the future, creating a professional, dynamic insight and expertise platform as has been proposed adds value for innovation.

Thanks to the inter-regional collaboration, field visits, experts contacts and the exchange of regional specific expertise, many SMEs and organisations built up an expertise that will be invaluable for their future work.







