EcoMode

Fostering Eco-Innovative Business Model Development in SMEs in Hospitality Industry (EcoMode)

TRAINING COURSE PLAN FOR TRAINERS

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1. INTRODUCTION

This training course plan for trainers is one of the outputs of Erasmus+ Project "Fostering Eco – Innovative Business Model Development in SMEs in Hospitality Industry". The aim of the project is to contribute to the promotion of eco-innovative business model training programs to become a sustainable part of the hospitality industry. EcoMode is meant to improve the quality of training of professionals in Eco-innovative Business Management through flexible, transferable innovative learning outcomes and a new learning pathway based on competence development. The project's main aim is to create a framework concerning eco-innovation business models for SMEs in the hospitality industry in partner countries and to combine existing best practices to develop a standard practice to be used as a training methodology and certification. The target group of this project includes trainers, managers, employers, employees, entrepreneurs and students from the tourism and hospitality sector. The present methodology aims to support the trainers and VET organizations who want to implement EcoMode training in the future in using the results created in an easy and flexible way.
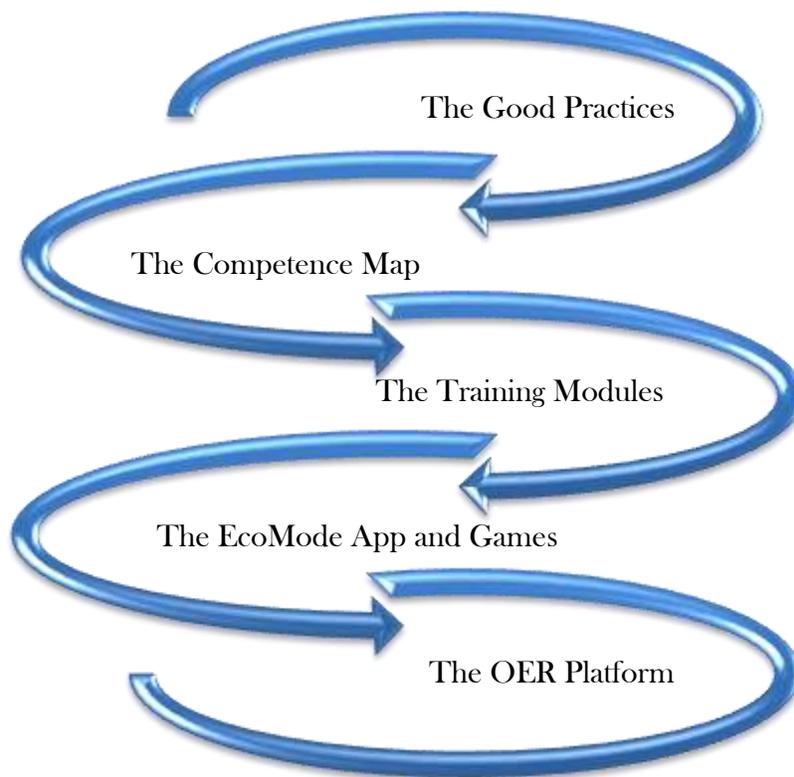
The EcoMode training methodology describes the timing, the topics, the contents and the tools to be used during the training. The modules developed are to support the target groups in revising the business models and implementing eco-innovation elements in SMEs in the hospitality sector. This document also includes basic information on the tools and the methods to implement when organizing an EcoMode training course:

- The EcoMode competence map: it is developed to give information on the common set of the professional competences, skills, and knowledge for eco-innovative business model managers.
- The training modules: 8 training modules for supporting managers, employers, employees, entrepreneurs and students to freely access learning material and develop skills to improve employment in the area of business model management in the eco-tourism area.
- The EcoMode app and games: trainers, managers, employers, employees, entrepreneurs and students can access knowledge on eco-innovation business models by playing games and using the Eco-Mode mobile app.
- The OER platform: it houses the online training modules with interactive presentations, tests, quizzes, assessments and external resources to develop knowledge on eco-tourism and sustainability in the hospitality industry.

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2. THE ECOMODE TRAINING METHODOLOGY

Identifying the goal, the outcomes and the tools of the training is referred to as 'The Training Methodology'. Five pillars of the EcoMode training methodology are described below:

The Good Practices

The Competence Map

The Training Modules

The EcoMode App and Games

The OER Platform

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2.1. PILLAR 1: The Good Practices –The Goal of the Training

The results of the 'EcoMode Good Practices Collection for Eco-Innovation in Hospitality Industry' provide the reasons which constitute the need for the EcoMode training and the basis for the creation of the EcoMode training modules.

The selected best practices were focused on a collection of innovations in SMEs in the hospitality sector within the following areas:

- Product/service innovation
- Process innovation
- Marketing and organizational innovation or eco-innovative solutions within the partner countries.

At the end of the study, the following best practices were found:

- eco conscious planning in the hospitality premises construction, using ecological products or implementing eco-innovative solutions for energy saving and CO^2 emissions reduction;
- eco-innovative business models which consider the implementation of ecological energy production systems, in order to produce clean energy and reach a high energy saving both for the lighting and heating of the premises.
- cheaper and easier to implement measures fostering environmental friendly attitudes amidst tourists.

The result of the best practices research has shown that Eco-innovation business models are mainly focusing on energy saving and waste reduction and concerning process innovations or goods and service innovations. Some best practices focus on the organizational and marketing innovations.

In this regard, EcoMode training aims at giving trainees the right tools to introduce these best practices in their hospitality businesses, providing awareness and knowledge of the topic in their sector by implementing and/or changing specific areas of the existing business models.

Undoubtedly, this kind of training also serves to sustainable development principles. For further information, please consult the Intellectual Outputs page of EcoMode website. The report is available at IO1: http://eco-mode-project.eu/?page_id=22

2.2. PILLAR 2: The EcoMode Competence Map – The Outcomes of the Training

The competence map was created by carrying out a comparison on key activities performed in the partner countries to describe the competences related to the Eco-innovation business model that managers should possess to innovate businesses in the hospitality industry from a sustainable point of view.

The competence map serves as a reference to determine the learning outcomes of the training in each training module and course. The main elements of the competence map are the areas of the training, the key competences, knowledge, skills and learning outcomes which should be developed by an eco-innovation manager in the tourism sector.

Competences are defined in terms of:

- **Modules and Units of learning outcomes**: the main topics to deal with in order to complete the training course;
- **Learning outcomes**: Statements of what a learner knows, understands and is able to do on completion of a learning process. Learning outcomes are defined in terms of knowledge, skills and competences.
- **Knowledge**: the body of facts, principles, theories and practices that are related to a field of work or study. It is described as theoretical and/or factual knowledge;
- **Skills**: the ability to apply knowledge and use know-how to complete tasks and solve problems. They are described as cognitive or practical;
- **Competences**: The proven ability to use knowledge, skills and personal, social and methodological abilities in work or study situations and in professional and personal development. It is described in terms of responsibility and autonomy;

In this regard, the trainer can consider the competence map as a reference while determining the learning outcomes of the training and the units of learning outcomes to be activated.

The expected learning outcomes match with the goals of the training. The close relationship between the goals and the learning outcomes of the training serve to increase the efficiency of the tools (the training modules, the EcoMode app and games, the OER platform) used in the training.

The EcoMode competence map is prepared in line with the data obtained from the needs analysis and the professional qualification in eco-innovation in the tourism sector.

For further information, you can consult the Competence Map in detail at the following link, under the title "Output 2": http://eco-mode-project.eu/?page_id=22

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2.3. PILLAR 3: The EcoMode Training Modules

Successful trainings need successful teaching resources. The training modules are the main body of the training and the course content. In our project, the training content has been created in IO3 'EcoMode – Design of Training Modules' in accordance with the competence map developed in IO2 'EcoMode Competence Map'.

The modules are developed according to "open innovation" methodologies for supporting managers, employers, employees, entrepreneurs and students to freely access the learning material and develop skills to improve employment in the area of eco-tourism.

Each module is structured according to the following model:

Introduction	A short overview of the module's structure, aims and contents
Purpose	The main aim of each training module
Average work-load per module	The expected duration of the training
Main learning outcomes	The main learning outcomes of the modules, each unit has its own learning outcomes.
Main body	The development of the contents. Each module is divided into units of learning outcomes, developing detailed learning outcomes and related training contents.
Training material: Interactive activities & case studies	Interactive activities and case studies based on real life situations are provided in order to give the learner the chance to reflect on the gained knowledge.
Training material: External resources	External resources allowing the user to enhance their knowledge on the topic.
Self reflection	At the end of each unit the participants are presented with self-reflection questions in order to elaborate the knowledge gained through the training content
Self assessment	At the end of each module participants can evaluate their knowledge through an online quiz.

In each module, trainers can find information related to the duration, aims, units of learning outcomes, learning content, tools that can be used, self-reflection questions and external resources. At the end of each module, participants can take a self-assessment test in order to evaluate the competences acquired.

2.3.1 Overview of the EcoMode training modules

The main resources to be used in the trainings are the modules prepared within the scope of the project. The modules prepared have taken into account not only the participants' needs but also the needs of the trainers. In the EcoMode project, 8 training modules have been elaborated and quality checked by different experts.
The training modules are addressed to entrepreneurs and managers working in the tourism sector interested in enhancing their eco-innovation skills and implementing them in their business models. The name of the modules and their respective units are listed in the following table.

The above mentioned modules cover the following aspects: 1. Identify the market (market structure and insight, skills and occupations, EU norms and funding within the industry); 2. Eco-innovation in the Tourism sector (targets, basic change mechanisms and impacts); 3. Collaboration with key partners for Eco-innovation (key partners and economic, ecologic and social benefits of eco-innovative ideas); 4. Building Networks (the structure and effectiveness of social networks); 5. Starting Point towards eco-innovation (comparison with conventional products and materials, fast food and Slow Food, linear and circular economy, advantages of eco-friendly materials and awareness raising; 6. Eco-innovation in action (tools for organizational support and funding for eco-innovation in SMEs); 7. Transforming SMEs for an eco-innovative supply chain in the tourism industry (features and benefits, service and technology); 8. - Value creation (the main steps for eco-innovative value creation).

Module Title:	**Identify the Market**
Module Code:	M1
Module Duration:	4 hours
Module Aim:	This module aims to explain main terms and concepts of eco-innovation in hospitality industry, occupations of eco-innovation in partner countries, EU law and legislations on eco-innovation in hospitality industry.
Units:	M1-1: Main terms and concepts of eco-innovation in hospitality industry.
	M1-2: Occupations of eco-innovation in partner countries.
	M1-3: EU law and legislations on eco-innovation in hospitality industry.

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Module Title:	**Eco-Innovation in the Tourism Sector**
Module Code:	M2
Module Duration:	4 hours
Module Aim:	This module aims to build competences for each dimensions of eco-innovation in hospitality industry.
Units:	M2-1: The targets of eco-innovative business implementations
	M2-2: Mechanisms of eco-innovative business implementations
	M2-3: Impacts of eco-innovative business implementations

Module Title:	**Collaboration with Key Partners for Eco-Innovation**
Module Code:	M3
Module Duration:	4 hours
Module Aim:	This module aims to provide learners with fundamental knowledge of constructing their organization's eco-innovative supply chain.
Units:	M3-1: Key collaborations for eco-innovation in SMEs
	M3-2: Mutual benefits of eco-innovation

Module Title:	**Building Networks**
Module Code:	M4
Module Duration:	4 hours
Module Aim:	This module aims to explain the easiest way of building networks for eco-innovation in hospitality industry.
Units:	M4-1: Usage of social networks and drivers for creating eco-innovative networks in hospitality industry
	M4-2: Evaluating the effectiveness of different networks for eco-innovation in hospitality industry

Module Title:	**Starting Point towards Eco-Innovation**
Module Code:	M5
Module Duration:	6 hours
Module Aim:	This module aims to provide learners with fundamental knowledge of the phenomenon of innovation and processes for eco-innovation in hospitality industry.
Units:	M5-1: Product/service innovation (Green procurement, slow food, sustainable resource management)

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M5-2: Process innovation (Material flow/resource efficiency, energy efficiency, waste management, building and facility management)

M5-3: Organizational innovation (Awareness raising, eco-friendly mobility, green tourism)

M5-4: Marketing innovation (Environmental management system, eco-label, ecological marketing)

Module Title:	**Eco-Innovation in Action**
Module Code:	M6
Module Duration:	6 hours
Module Aim:	The module aims to provide learners with fundamental knowledge of taking in action eco-innovative practices in hospitality industry.
Units:	M6-1: Organizational support of eco-innovative practices
	M6-2: Funding of eco-innovation in SMEs

Module Title:	**Transforming SMEs for an Eco-Innovative Supply Chain in the Tourism Industry**
Module Code:	M7
Module Duration:	6 hours
Module Aim:	This module aims to provide learners with fundamental knowledge of constructing their organization's eco-innovative supply chain.
Units:	M7-1: Make your eco-innovative dream come true
	M7-2: Assess the eco-innovative strategic capacity of your company (Product/service innovation, process innovation, organizational innovation and marketing innovation)

Module Title:	**Value Creation**
Module Code:	M8
Module Duration:	4 hours
Module Aim:	This module aims to provide learners with fundamental knowledge of long-term value creation in eco-innovative business practices.
Units:	M8-1: Long term value creation

2.3.2 Target group

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The EcoMode project primary target group are trainers in VET organizations, who will train managers and companies in the hospitality industry on eco-innovative business models.

More specifically, the target group is composed by:

- VET trainers and VET providers working in hospitality industry;
- VET trainers interested in acquiring competences to train eco-innovative business managers or staff working in hospitality sector;
- Tourism SMEs operating in the sector and interested in acquiring eco-innovative skills;
- Individuals interested in exploiting the project results;
- Individuals and organizations able to disseminate the project and support sustainability;
- Policy makers or public authorities able to bring EcoMode project at systemic level.

The modules follow a progression in covering the topics related to the concepts of eco-innovation within the hospitality industry, varying from the general approach focused on the market insights, to value creation, that is the practical implementation of the eco-innovative business practices inside one's organization through the business model canvas created by Alexander Osterwalder. The course faces the roles and occupations in the eco-innovation sector, offering and overview of the EU law and legislations on eco-innovation in hospitality industry, moving then to its targets, mechanisms and impacts of the business implementations. Following the analysis of the key collaborations and mutual benefits of eco-innovation, the different social networks and the drivers in the hospitality industry are explained in relation to their usage and evaluation. The course deals then with the innovation brought up linked to the development of the product/service, process, organization and marketing and will shed light on the organizational support for eco-innovation practices and founding for SMEs: Finally, tips and suggestions about the assessment of the eco-innovative strategy of one's company and the value creation in the long term is provided.

2.4. PILLAR 4: The EcoMode App and Games

The EcoMode mobile app and games is a tool for helping managers and SME owners to access knowledge on the eco-innovation business model. The mobile app is based upon the gamification principles where users are set a series of practical challenges and activities relating to the eco-tourism sector. The EcoMode App is designed to transfer basic principles of eco–innovation training and set essential strategies to activate eco-innovative processes in the hospitality industry. It focuses on increasing the hotel managers' engagement, gaining ICT skills, improving

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employee performance and gaining competitive advantages in order to ensure more effective e-learning processes. The app allows owners and managers to identify what their current skills on eco-innovation are, and the weaknesses of their own business to be boosted, helping them during the decision making process according to a more eco-innovative perspective. In fact, thanks to the app, they can intercept customers' ecological requirements and optimize their managerial operations by minimizing energy consumption and waste. The digital games developed in the frame of Erasmus+ project "EcoMode" provide effective learning opportunities for users. It helps the learners to achieve the necessary learning outcomes based on the modules created in the frame of the project and to earn new skills in the field of eco-tourism, in particular, hospitality management.

There are 3 types of games included in the EcoMode application: "Guess What", "Build the Hotel" and "Business Canvas Model".

For the modules – (M1) Identify the Market, (M4) Building Networks and (M8) Value Creation - "Guess What" type game was selected. Due to the theme of these modules, which is mainly focused on the generation of knowledge according to the studied materials, the choice of "Guess What" type game was made.

For the modules – (M2) Eco-Innovation in the Tourism Sector and (M5) Starting Point towards Eco-Innovation - "Build the Hotel" type game was selected. The goal of this game is a comparative analysis between existing knowledge and knowledge gained through the learning material. Mainly multiple choice questions are presented and based on the correctness of responses the "Eco-Mode" hotel is built. The focus of this type of game is also on the thematic design of the game itself.

For the modules – (M3) Collaboration with Key Partners for Eco-Innovation, (M6) Eco-Innovation in Action and (M7) Transforming SMEs for an Eco-Innovative Supply Chain in the Tourism Industry - "Business Canvas Model" type game was selected. Since the structure of the given modules is based on the business model canvas, the design of this game was defined with the principle of drag and drop in the correct section of the canvas.

EcoMode App and games are intended for Android mobile phones. The app can be downloaded from the Google Play Store. The digital game provides effective learning opportunities for users connected to the EcoMode training modules. This will support the user/learner in enhancing his/her personal motivation in the learning process. The learners -hotel managers- have the

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added flexibility of being able to access the content of the game on their mobile devices whenever and wherever they want, while the trainers can use the mobile app with the games for a course or training program. For more information, please visit: http://eco-mode-project.eu/?page_id=16

2.5. PILLAR 5: The Open Educational Resources

The OER platform can be used in online training. The OER platform of the EcoMode project relies on an open source platform, which allows to develop a flexible platform equipped with all necessary features, needed to offer open educational resources for a wider audience.

The OER platform for the EcoMode project is a collection of structured information, the easiness of the navigation through the units of learning, quick access to the modules' covering pages and modules' content lists, technology-friendly usage regardless of the equipment used by a learner.

The OERs offered cover the whole chain of the issues related to the development and transformation of SMEs into eco-innovative and sustainable companies. The training content is enriched with multimedia material, which enhances and supports the process of knowledge acquisition and makes the whole process attractive and effective.

Learners are free to start with the module they are most interested in as all OERs are standalone elements which allow to reach the foreseen learning outcomes.

You can access the course via the following link: http://eco-mode-project.eu/?p=1085

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3. CERTIFICATE AND BADGES

In response to the aim of the EcoMode project, to contribute to the promotion of eco-innovative business model training programs to become a sustainable part of the hospitality industry, the partners have created and implemented the above pillars. EcoMode outputs are meant to improve the quality of training of professionals in Eco-innovative Business Management through flexible, transferable innovative learning outcomes and a new learning pathway based on competence development. At the end of the EcoMode training course, participants can receive an attendance certificate and a personal e-badge based on the competences developed as professional of the EcoMode sector, EcoMode trainer or EcoMode attendee.

The **EcoMode attendance certificates** and **badges** are tools to be used by VET organisations interested in using and offering EcoMode training courses.

The attendance certificate is granted by the organisations offering the training only after the completion of the training course.

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Three different **EcoMode Badges** have been created, reflecting the role of the participants and competences developped, as follows:

EcoMode Trainer		The participant works as a trainer in the hospitality industry and has improved his/her competences in the eco-innovation business sector. Furthermore the trainer is able to use the EcoMode outputs in future trainings.
EcoMode Business		The participant works as manager or entrepreneur of the hospitality sector and has developed competences in the eco-innovative business model solutions for the enterprise.
EcoMode Attendee		The participant has developed and improved personal and professional competences in the eco-innovation business model development in the hospitality industry.

For further information and contacts visit: www.eco-mode-project.eu