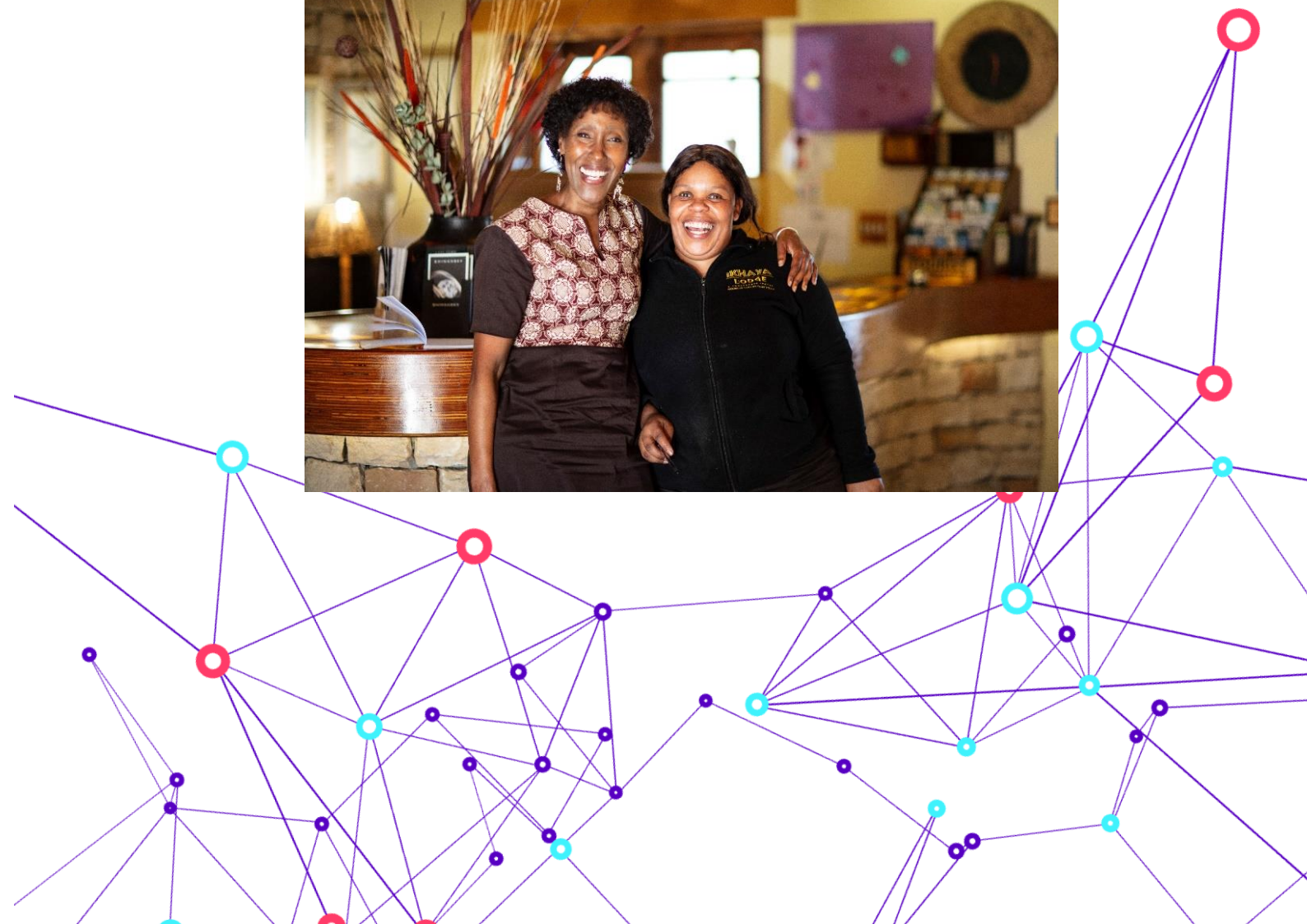


eACADEMY TOURISM AND HOSPITALITY

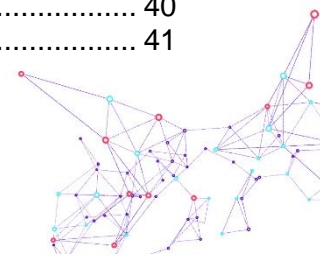
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E-LEARNING COURSES Course Overview



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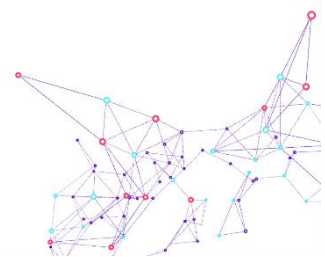
1. Introduction

With a share of over ten percent of global economic output in 2019, tourism is one of the most important economic sectors. Worldwide, at least one in ten jobs depends on tourism. Tourism contributes to infrastructure development in developing and emerging countries, can promote local product cycles and make an economic contribution to the conservation of natural resources.

The impact of the pandemic on the industry has been and continues to be enormous. In 2020 alone, the contribution to global GDP fell by 49 percent. As a result, millions of people with years of **practical experience** in tourism and hospitality lost their employment during the COVID-19 crisis. Every so often, tourism practitioners do not have up-to-date **formal (vocational) education certifications** and frequently entered the job market informally. Many cannot readily provide employers with credible evidence with their CVs for employers for their apparent competencies and skills. Others find that the uncertain downtime during the crisis is an opportunity for personal upskilling in flexible self-study learning paths, instead of a commitment to a more demanding long-term education degree program. The atingi eAcademy Tourism and Hospitality offers a solution considering such real-life situations.

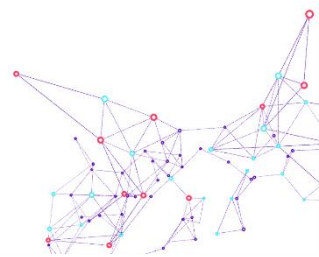
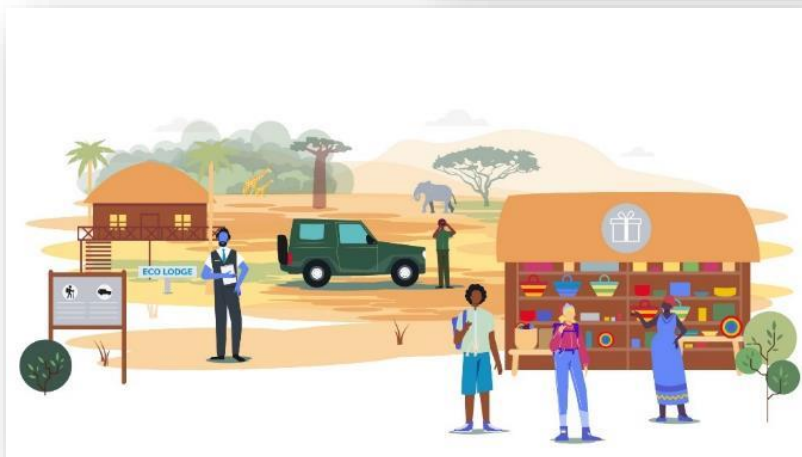
The atingi eAcademy Tourism and Hospitality by GIZ Cooperation with the Private Sector Project currently consists of 45 **web-based learning courses** in tourism and hospitality in English and French. Mobile micro learning with *atingi* offers busy jobseekers that do have online literacy and an internet-enabled mobile device an inclusive and low barrier approach for getting ready to reenter the job market. The eAcademy is designed for line staff and management professionals in the tourism and hospitality sector, and anyone interested in the topic. The courses are deliberately **granular in focus** to guarantee **low entry-requirements** and **quick results** for learners. Thereby, the courses are perfectly suitable for on-the-go and in between. The storytelling approach and the use of interactive elements ensure that education meets entertainment.

This booklet aims to give an overview of all the courses of the atingi eAcademy Tourism and Hospitality and supports you in finding out which skills and competencies you can acquire through each of the courses. Enjoy!



Course Description

A – Tourism and Hospitality



A.1 – Fundamentals of Tourism & Hospitality

In tourism and hotel businesses, it is crucial to make visitors feel welcome and help them to have a great experience. This module will provide you with **five essential skill sets** in two different fields: **communication and business management**.



The participants learn how to **verbally communicate** with guests, with employees and business partners while welcoming them, being on the telephone, selling items to them, negotiating or providing feedback. This is complemented by looking into **non-verbal communication skills**, such as communicating online, active listening, appearing confident and behaving properly around guests.

In addition, the module touches upon the topic of **customer experience** and the necessity of providing **excellent service** by understanding hospitality, tourism service and experience. The importance of creating **memorable experiences** through e.g., storytelling and of planning guest service operations by considering the **customer journey** is demonstrated. Further, the question is raised how to make sure that guests are delighted, and the issues of providing immediate response and checking on customer experience are highlighted.

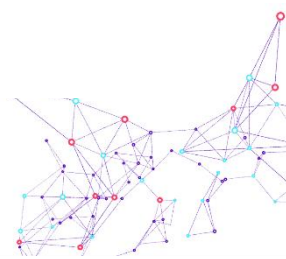


The course also deals with the matter of organizing a hotel or tourism business. It tackles the subjects of creating a **business mission**, of organizing tasks regarding “**Front-of-House**” (FOH) and “**Back-of-House**” (BOH) as well as of creating an **organizational chart** and of planning for staffing needs in order to ensure to have the right number of employees available.

The module completes with the essentials on **pricing of tourism and hospitality services**. The participants get an insight into setting the right price, applying different pricing strategies and above all checking out the (potential) competition in terms of pricing. Hereby, the concept of the ‘3Ps’ (pricing, promotion, proximity) is introduced.

This module will enable the participants to:

- Demonstrate verbal and non-verbal communication skills
- Apply a structured approach to organizing a tourism and hospitality business
- Manage the creation of an outstanding guest experience
- Select suitable revenue management techniques for their business
- Set the right prices and apply pricing strategies



A.2 – Foundations of Food & Beverage Business

[Enter here](#)

The Food & Beverage business is a complex one. There is a myriad of eateries available everywhere we go, regardless of geographical locations, ethnicities and cultures.

In this module, the **various types of F&B businesses**, their **organizational structure** and the **different types of services in F&B**, such as English, Russian, French or American Service, are explained. Further, it is touched upon the topic of **leadership in F&B businesses** outlining the importance of team leadership and of understanding the employees.

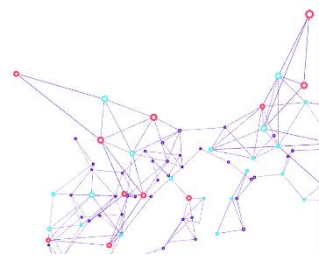


The course dives deeper into the topic of **menu planning and analysis**. It explains the **purpose and function of a menu** as well as introduces **different types of menus** and which are the most suited ones to the different restaurant concepts. With regards to menu analysis, the participants will further learn the importance of a **contribution margin**, essentials on **pricing and recipe cards**. The module provides a deeper insight into the topic of **menu engineering** by discovering the **concept of cash cows** (matrix of popularity vs. profitability). By using concrete examples, some **calculations** with regards to value are demonstrated to understand the **menus' performance**.

Besides, getting an understanding of the **Do's and Don'ts of menu engineering**, the course introduces essentials on **managing the profitability**. It outlines **techniques for increasing sales** and for improving the **contribution margin**; several strategies are introduced.

This module will enable the participants to:

- Explain the different types of F&B business
- Describe the different leaderships and employees' issues in F&B business
- Identify the key factors of menu planning and writing
- Managing profitability and menu performance.



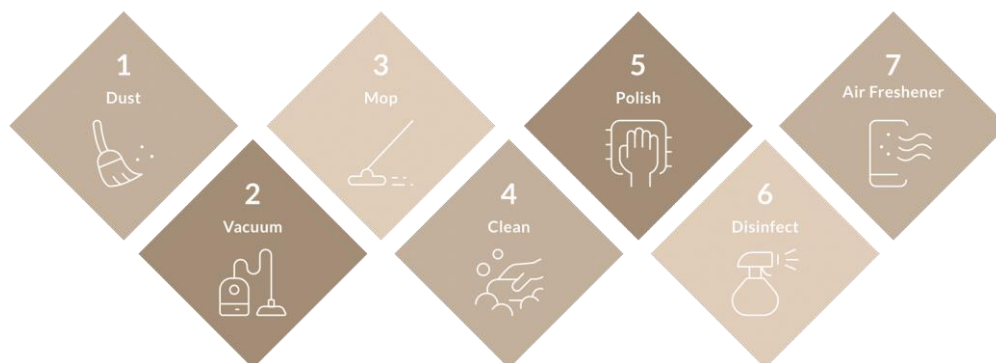
A.3 – Fundamentals of Housekeeping

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Welcome to the **Fundamentals of Housekeeping**. The journey the participants embark on will provide insights on the **housekeeping operations** and guide them onto a journey of **professional housekeeping development**. This module develops an appreciation of how the **housekeeping department works**, coordinates with other departments and how to apply the **key housekeeping processes**.

First, it outlines the objectives and **components** of as well as the **different roles** in the housekeeping department. Further the **importance of constant and timely communication** between the housekeeping department and other hotel departments is discussed.

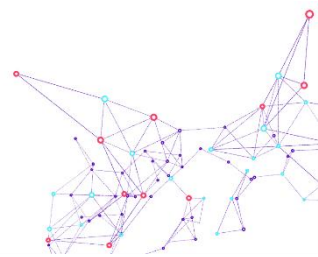
Moreover, the course explains the **areas of focus for the housekeeping department** by discovering the **different tasks and responsibilities** which include cleaning and maintaining good hygiene, ensuring safety and security as well as regular reporting by the housekeeping department as an essential monitoring tool.



The module also sheds light on the **process of room cleaning** including the trolleys' preparation and the application of standard operation procedure for cleaning the room, bathroom and public area. Besides, learning about the **housekeeping etiquette**, the participants are introduced into **different room scenarios** (check in / check out room, occupied room, etc.) and how these have to be dealt with.

This module will enable the participants to:

- Communicate with other departments
- Prepare the trolley
- Clean guest areas and hotel rooms
- Handle a check in, occupied and check out room.



A.4 – A Career in Tourism

[Enter here](#)

When people travel from where they live to other places for short times, this is tourism. Tourism as an industry provides services to facilitate business, pleasure and leisure activities away from the home environment. It forms an important economic engine for growth and development.

The course will help the participants to **explore tourism as an industry** and to **learn about the different types of tourism**, e.g. outdoor tourism, business tourism or cultural tourism, as well as to see the job opportunities it can offer. It is demonstrated **what it is like working in tourism** by outlining the **motivating factors**, but also the **challenges to be faced** when working in tourism. Further, the **importance of good service** is explained.



By applying the **process of the customer journey** for the tourism segments Hiking and Sun & Beach, **different workplaces are introduced** where participants can potentially work in. Further, the course provides information on **what skills are required** for different jobs in tourism (e.g., at a destination management company, at the airport or in a national park). The participants learn how to develop the **needed competencies, hard and soft skills**, and in which other industries to apply them (**transferable skills**).



The module also presents different **career perspectives** and **how to get started in tourism** by giving details on **TVET, university education**, the recognition of **prior learning** and potential of **entrepreneurship**. The participants get the chance to answer various questions to figure out which career in tourism would be the best for them. The course completes with references to another course on career orientation.

This module will enable the participants to:

- Understand tourism as an industry
- Learn about different workplaces in tourism
- Explore the skills required for working in tourism.



A.5 – A Career in Hospitality

[Enter here](#)

The hospitality industry refers to a variety of businesses and services linked to leisure and customer satisfaction. The hospitality industry refers to a variety of businesses and services linked to **leisure** and **customer satisfaction**. The word ‘hospitable’ means friendly and welcoming to strangers or guests, and the industry aims to provide experiences in that manner.

The course will help the participants to **explore hospitality as an industry** and to learn about the **different types of hospitality**, e.g., lodging/accommodation, food and beverage or recreation as well as to see the job opportunities it can offer. It is demonstrated **what it is like to work in hospitality** by outlining the motivating factors, but also the challenges to be faced when working in hospitality. Further, the **importance of good service** is explained.



By applying the **process of the customer journey** for the segments Hiking and Sun & Beach, the **different workplaces are introduced** to the participants where they can potentially work in. Further, the course provides information on **what skills are required for different jobs** in hospitality (e.g., in a hotel at different positions, in a restaurant or in a café/bar). The participants learn how to develop the **needed competencies, hard and soft skills**, and in which other industries to apply them (**transferable skills**).



The module also presents **different career perspectives** and **how to get started in hospitality** by giving details on **TVET, university education**, the **recognition of prior learning** and potential of **entrepreneurship**. The participants get the chance to answer various questions to figure out which career in hospitality would be the best for them. The course completes with reference to another course on career orientation.

This module will enable the participants to:

- Understand hospitality as an industry
- Learn about different workplaces in hospitality
- Explore the skills required for working in hospitality.



A.6 – Soft Skills for Tourism Business

[Enter here](#)

Soft skills include **interpersonal skills** as well as **personal characteristics** that will help the participants to interact and work with other people in the tourism and hospitality business. A wide range of skills as diverse as leadership, teamwork, time management, empathy and communication come under the term 'soft skills' and will be covered in this module.

Particular focus will be put on **soft skills for problem solving** and **task management** including time and stress management skills. Besides, the participants will be introduced into the **topic of communication** through **cultural awareness** and **sensitivity** looking at effective **verbal** and **non-verbal communication** skills, **effective listening** skills as well as **negotiation skills**.



The participants will be guided through this module by Ruth Kamau. With many years of expertise in running a tourism business, she is well versed in the soft skills required to be successful and will provide them with important tips.

This module will enable the participants to:

- Recognize nine essential soft skills and their relevance in the tourism industry for business success
- Comprehend the process required for application of each of these skills
- Practice these soft skills via various activities and scenarios to prepare them better.

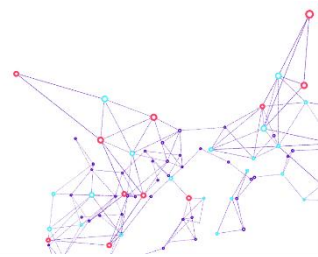
A.7 – Quick Start English Vocabulary for Tourism

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Tourism is a dynamic, international industry, thus, the importance of **communicating effectively with native and non-native English speakers** is at the forefront.

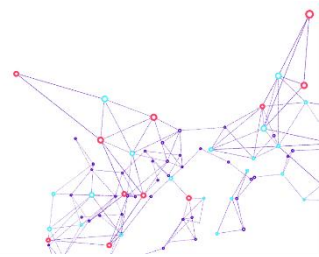
In this module, **scenes from different tourism businesses** are shown to the participants. These are the check in/out at the hotel reception, in a tourist information office or at a tour operator, in a hotel/guest room, in a restaurant/café, in an emergency situation and a shopping interaction.

The participants will **hear and read the typical phrases and sentences used in the respective context** such as greeting or serving tourists as customers. For the various scenes, correct ways of acting are demonstrated, and **frequently used phrases** summarized. Finally, the participants can test their knowledge on essential sentences.

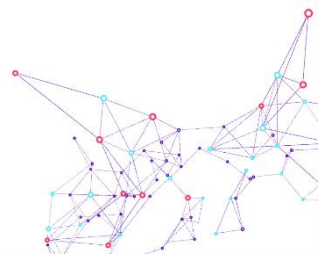


This module will enable the participants to:

- Apply useful and basic English words and phrases relevant to the tourism industry
- Use English vocabulary to better communicate with guests in their tourism business
- Get familiar with words used in repetitive guest encounters.



B – Sustainable Tourism: An Introduction



B.1 – Introduction to Green & Clean Tourism

[Enter here](#)

Green & Clean Tourism – what a popular term! Everybody talks about it. But what does it really mean? And what does it all embrace?

This course gives the participants an introduction into the **ecological dimension of tourism** and provides **practical tips on how to become more sustainable in tourism**. Even though knowing that **tourism entails numerous positive effects**, it also **causes problems**, for example overcrowding, pollution and oppression. This course highlights the importance why we have to focus on developing green and clean practices in the tourism businesses.

Further the module unwinds the **mystery of stakeholders**, who they are, what are their **roles** and **responsibilities**. For future tourism development, sustainable tourism practices are key! Why? Because a sustainable destination is a **competitive and attractive destination**.



Above all, the course outlines **different approaches how to practice Green and Clean Tourism** and what **concrete actions can be taken**.

This module will enable the participants to:

- Define green & clean tourism and design and apply sustainable processes to the workplace
- Implement green & clean processes in their business
- Train staff, colleagues and community.

B.2 – Why Tourism Business should be Sustainable

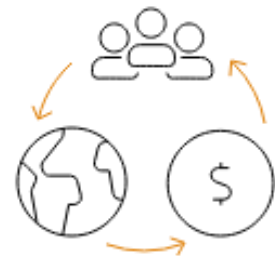
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We all have come across the term “**sustainability**”. But have we ever thought about sustainability in the tourism business in detail?

In this module, the participants will get a better **understanding about sustainability** and what it comprises of. Welcome to a world where we all actively fight together against problems like global warming, loss of biodiversity, pollution and inequality.



The course starts with the **big picture by looking at the topmost threatening crises to humans** on a global level – **climate change, loss of biodiversity** and **pollution**. The importance of acting sustainably to avoid irreversible damage is highlighted by explaining the planetary boundaries. Further, the **concept of sustainability** is explained by looking at the **Triple Bottom Line: People, planet and profit**.



In addition, the module looks at the **importance** of having good **interlinkages with stakeholders** to run one's tourism business sustainably, of setting up a financial business plan as well as of involving the local community with the aim to **provide local benefit to everyone**. Last but not least, the topics of **fair job creation** and the **establishment of a business partner network** are covered.

This module will enable the participants to:

- Understand current issues affecting our planet (due to mass tourism)
- Analyze the extent of climate change, pollution and biodiversity loss (due to mass tourism)
- Understand why sustainability matters for tourism businesses
- Apply an economic, environmental and social viewpoint on a tourism business.

B.3 – How to Create a Sustainable Tourism Business

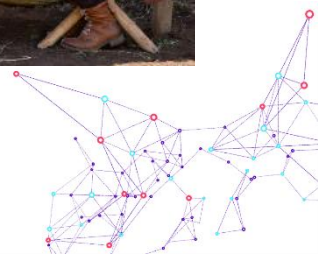
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Talking about tourism business, crucial questions are: How to make a tourism business more sustainable? How to implement sustainability into one's tourism business operations?



The module covers different aspects **aiming at a sustainable tourism business**. First, it is explained how to **minimize the environmental impact** by **reducing, recycling and reusing waste**, by **purchasing locally grown or manufactured goods** and by **protecting the biodiversity**.

Further, the course looks at the **social and cultural viewpoint** – the people themselves. The diverse and rich cultural treasures that require an **authentic representation** as well as the **impressing cultural heritage sites** in the participants' region that need to be **treated wisely** are explained. Besides, the importance of the **protection of the most vulnerable groups** is highlighted.



In addition, the module deals with the questions how to **market a sustainable business best to be competitive** and to stick out of the market. Aspects such as the **identification of the right target group** and an **effective communication** of all **sustainability efforts** to one's clients in a transparent way is outlined.

Diving deeper in that world of **communication, credibility and trust**, the topic of **sustainability certification** and **labels** is touched upon. Last, it is explained how to create a once-in-a-lifetime experience for guests.

This module will enable the participants to:

- Create a map of who is affected by a tourism business
- Account for the impacts of a sustainable tourism business
- Evaluate how their tourism business can add to sustainable development
- Adapt ideas on how to market a sustainable tourism business correctly.

B.4 – The Future of Sustainable Hospitality

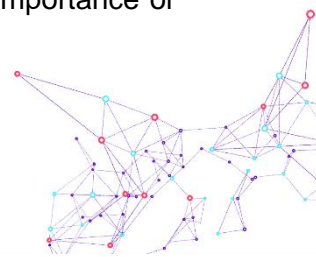
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This module explores the **future of sustainable hotels**, where participants can learn from the two of the **best sustainable hotels** in the world and can develop their own plan towards more sustainability. The modern-day hotelier requires in-depth knowledge of the traditional fields of business management and on issues related to environmental management, stakeholder relationships, ethics and social responsibility.



The course first deals with a kick-starting of sustainable in hotels by looking at the **meaning and importance of sustainability in hotels**. It is further pointed out how to **generate commitment** and **establish a 'sustainability' or 'green' team** in a hotel. The participants get introduced into a **sustainability management plan**, in particular which dimensions need to be taken into consideration. Moreover, they learn the essentials to **create and write a hotel sustainability management plan** and which steps have to be taken.

In addition, the module dives deeper into the **management of key resources**, namely **water, energy and waste**. In terms of energy and water, the importance of energy and water management is pointed out as well as different **ways to monitor, benchmark and reduce energy usage** and to **conserve water consumption** in hotels are presented. Regarding waste management, various types of waste are introduced underpinned by the amount of waste per type generated in hotels. The course emphasizes the importance of



managing food waste, defines **waste categories** and presents numerous **food waste reduction practices** for hotels.

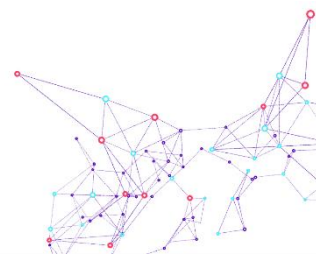
The participants get familiar with the concept of the **supply chain** and **responsible purchasing**. It is discussed why the supply chain matters for the hotel's sustainability by outlining benefits of a **responsible purchasing strategy**. Aiming at a well-informed purchasing decision, questions to choose appropriate products and goods at each stage of the **life cycle** are presented.

The course completes with the topic of **stakeholder involvement** and the **communication of sustainability**. Light is shed on the questions how to **engage the hotel team in sustainability practices** and how to **communicate with guests** for better image creation. Finally, the issue of **community involvement** is discussed by introducing a guideline for its achievement.

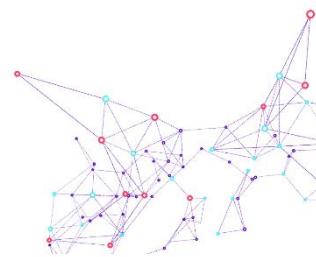


This module will enable the participants to:

- Understand the importance of sustainability for hotel operations
- Generate commitment throughout the hotel and create a sustainability team
- Develop a sustainability management plan and sustainability policy.



C – Sustainable Tourism: Environmental Dimension



C.1 – Water Management in Hospitality

[Enter here](#)

Water scarcity is already an issue in many tourism destinations worldwide and will become more so in the future. This module provides participants with insights into how **tourism** is connected with **global water security and scarcity** underpinned by emphasizing that water is a human right.

The module dives deeper into **water consumption in hotels** by outlining **direct** and **indirect water consumption**. It shows to what extent water is a **cost factor** in **hotels** and how to achieve **cost savings** through **water savings**. By introducing the **water management cycle**, the process towards implementing a successful water management in a hotel is demonstrated. The formation of a **water management team** including the definition of exact **roles** and **responsibilities** is a first step to implement a successful **water management strategy**.



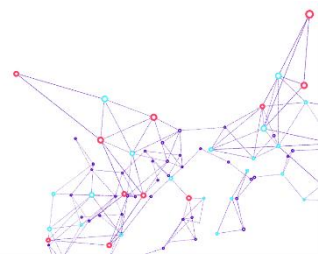
Moreover, the course sheds light on **measuring the water footprint** of a hotel by providing **techniques** and **methods** to **monitor and measure the water usage**. A **water consumption benchmark** is presented aiming at a better understanding where one's own performance is in relation to others. Participants can undertake a **self-assessment** with regards to **water consumption monitoring** and any **potential for improvement**.



In addition, concrete **practical tips and measures** to reduce direct and indirect water consumption are outlined as well as the concept of a **cost-benefit analysis (CBA)** is introduced. Finally, measures on how to **involve the staff and guests** in contributing to the aim of **saving precious water resources** are pointed out. The course closes with a **self-assessment checklist** on the current status of water management in the participants' hotels.

This module will enable the participants to:

- Identify the connection between worldwide water security and tourism
- Examine and manage water consumption in their hotel
- Illustrate ways to engage staff and customers in contributing to water saving.



C.2 – Energy Efficiency in Hospitality

[Enter here](#)

Energy is the second-largest spending category for a hotel after labor costs, representing anywhere between 5% to 8% of hotel operating costs and accounting for approximately 60% of its carbon dioxide (CO₂) emissions.

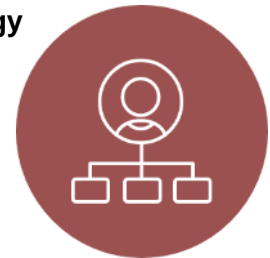
The course starts with the **importance of energy for hotels** by emphasizing **efficient energy consumption** and demonstrating factors that influence the hotels' energy consumption such as the hotel building and features and operations. To that end, the **indicator 'degree days'** is introduced, and some examples provided.



Further, the **linkage** between **energy consumption** and **carbon emission** is shown, whereby information on the **amount of CO₂** produced for **specific types of electricity generators** is provided as well as an insight into the **calculation** of the hotels' CO₂ footprint is given. The need for **stakeholder commitment** to energy management is highlighted.

Besides, the module dives deeper into the **assessment of energy consumption in hotels**. It sheds light on the topic of **collecting** and **assessing energy data** as well as on **creating baselines** and **benchmarking**. In particular, benchmarking of the energy performance over time as well as **adding electricity consumption** and **natural gas consumption** are pointed out. Further, it touches upon the **essentials of monitoring** and **targeting** in terms of **energy consumption**.

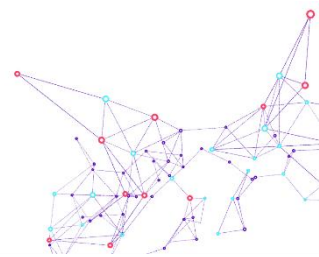
A crucial aspect to be discussed is the implementation of **energy efficiency measures**. It is looked at important matters with regards to **operations and maintenance** in different areas, **equipment efficiency** (e.g., lightening, laundry) and **building characteristics** and respective potential for improvement.



The course concludes with looking at special issues in energy, namely the **management of energy usage in kitchens**, the **water-energy-nexus** and the implementation of **digitalization** to manage energy performance better and to increase energy efficiency.

This module will enable the participants to:

- Illustrate why energy matters for hotel businesses
- Analyze the impacts associated with using energy
- Calculate the energy consumption at their hotel
- Implement energy efficiency measures at their hotel.



C.3 – Waste Management & Circular Economy in Hospitality

[Enter here](#)

The tourism industry contributes greatly to the global waste volume. In some regions, tourists produce twice as much waste as local residents. This module shows the **negative impacts of the waste generated globally** and in tourism particularly with a **focus on plastic waste**. It points out **where waste is generated** in hotels and what happens with it and further shows the importance of **effective waste management**.



Besides, the course gives an insight into **measuring and monitoring the hotel's waste volume** by explaining the importance and benefits of effective waste management as well as by outlining **ways to measure waste in hotels**; an example of a **waste inventory** is provided. The participants learn how to **monitor** their success and how to **evaluate implemented measurements** in order to adjust them accordingly.



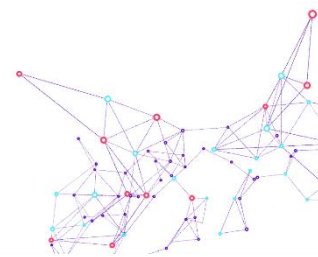
The implementation of reduction measures is crucial, so participants get introduced into the concept of **circular economy** and the **R-principles (reduce, reuse, recycle)**. Further, concrete **measures** aiming at the **reduction of the waste volume** in hotels are presented based on an **analysis of waste generation**. This is underpinned by touching upon the essential of **sustainable procurement** and how it can help in terms of waste reduction.

Another topic that is taken into account is **waste sorting and recycling**. Its importance is pointed out as well as options for **appropriate treatment** of different **types of waste** are outlined. Also, **measures** with the aim of improving waste sorting and recycling in hotels are demonstrated.

Finally, ways for the **involvement of staff, guests and suppliers** in contributing to the aim of improved waste management are pointed out; **tips on how to work with suppliers** and to **communicate to guests** are provided. The course closes with a **self-assessment checklist** on the current status of waste management in the participants' hotels.

This module will enable the participants to:

- Explain the benefits of an effective waste management and the concept of circular economy
- Identify their hotel's waste volume
- Implement an effective (plastic) waste reduction & management process, to assess their hotel's performance in waste management.



C.4 – Sustainable Food Management in Hospitality

[Enter here](#)



The culinary offering of a hotel is an important component of the traveler's holiday experience.

The module gives an introduction on **sustainable food** by explaining its **meaning** and **importance**. Further, it shows the **linkage between sustainable food** and an **authentic holiday experience** demonstrating the **win-win-situation** for different stakeholders and the different **phases of sustainable food**. **Benefits** of offering sustainable foods in the realm of tourism are presented.

In addition, the course gives an insight into sustainable food in hotels by outlining options how to implement a **sustainable food offering** and by demonstrating the **responsibilities for sustainable food**. Further, the issues on how to **involve staff** and **guests**, on how to **purchase sustainable food** and on how to **plan, prepare** and **present** sustainable food offers.

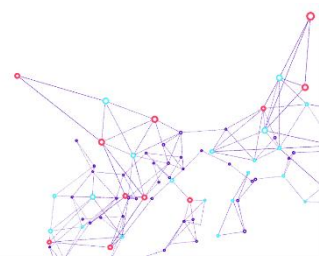
An essential topic that is touched upon is **food waste management**. The participants get introduced into the term 'food waste' as well as the importance and benefits of **food waste reduction**. This topic is concluded with a **case study** on 'Why hotels tackle food waste' showing a **food waste analysis** undertaken in six hotels on the island of Rhodes.

The module ends with **reducing food waste in hotels**. It is outlined where and why it's **generated** and how it can be **measured**. The participants get familiar with **food waste reduction management** by introducing the food waste hierarchy as well as the **involvement of staff and guests**. Finally, **concrete actions** for food waste reduction and monitoring are presented.

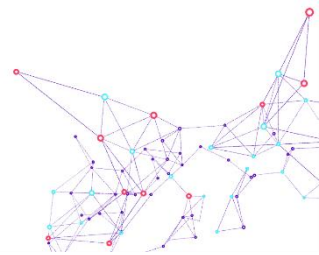
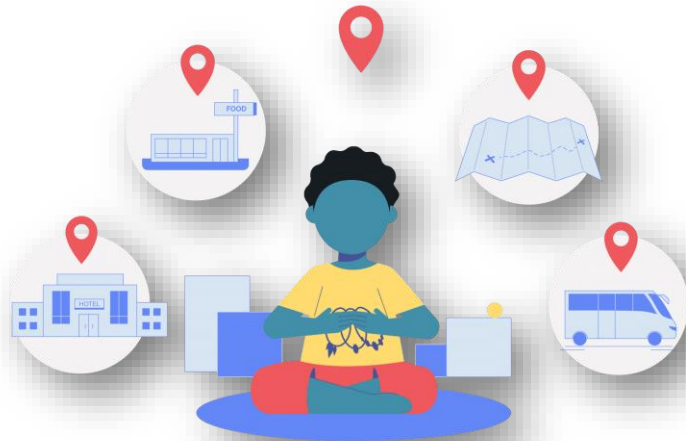


This module will enable the participants to:

- Explain the importance and benefits of a sustainable food offer and an effective food waste management in their hotel
- Create an own sustainable food offer in their hotel
- Apply food waste reduction measures in their hotel
- Assess their hotel's performance in this topic.



D – Sustainable Tourism: Socio-Cultural Dimension



D.1 – Women’s Rights & Gender Equality in Tourism

[Enter here](#)



Women are strongly represented in the tourism labor market. In many countries, the employment rate for women in tourism is above the average rate in other sectors. However, many women are employed in low-paid services. This is neither good for the women employed, nor is it an advantage for the company.

In this module, the participants will follow the story of four women who have gained **quality of life through improved working conditions** and thus, helped the company to be more successful.

First, the key issues with regards to **women’s rights and gender equality** are outlined, namely **discrimination** against women, **salary gaps** and **differing career opportunities, employment conditions** for women and **sexual harassment**. Above all, **problems** related to **working mothers** are discussed.



After having presented the diverse issues that women have to face, the course shows different **approaches how to address these challenges and obstacles**, in particular **discrimination** and **leadership**. In addition, the module touches upon the topic of **entrepreneurship** and **tourism**, as the latter provides considerable options for women without the requirement of heavy start-up financing.

This module will enable the participants to:

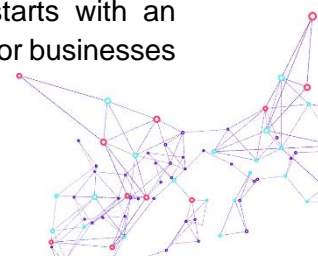
- Explain the key issues related to women’s rights and gender equality in tourism
- Identify potential negative impacts of tourism on women’s rights.

D.2 – Child Protection in Tourism

[Enter here](#)

Children’s lives can be affected by tourism in different ways and children are known to be particularly vulnerable to tourism. As the demand for travel and social, cultural and community-based tourism grows, so do the risk factors for children.

In this module, managers and leaders in tourism businesses learn **how they can protect children** and what **advantages** it entails for their tourism business. It starts with an introduction to **child rights** by answering the question why child rights matter for businesses



and by presenting some key numbers on child labor. Further, it sheds light on the **risks for children in tourism** by looking at various ways to **prevent child labor** and the **negative impacts of working parents** on childcare.

The participants get an insight into the topic of **voluntourism / volunteering** and its **effects on children**, and essential aspects are presented that need to be **considered** when offering **volunteering opportunities**.

Moreover, the delicate issue of **sexual exploitation of children** in travel and tourism is discussed. Key aspects on sexual exploitation are provided and potential **groups of sex offenders** are named. This is followed by showing different options what the **tourism industry can do against sexual exploitation** with particular focus on 'The Code' and its essential steps to keep children safe.



The course concludes with the presentation of **measures to guarantee child safe tourism** and to **prevent child labor**. It points out the importance of **educating travelers** and promoting **responsible behavior** as well as ensuring **child-safe products**.

This module will enable the participants to:

- Explain what child rights are and why and how they can be impacted by businesses
- Identify potential negative impacts of tourism on child rights
- Contribute to a child-friendly tourism
- Determine what they can do to fight against sexual exploitation of children in tourism.

D.3 – Community Involvement in Tourism

[Enter here](#)

Community involvement in tourism (CIT) is key to sustainable development, empowerment and ownership! This module introduces the **meaning of CIT**, demonstrates the **link between CIT and Community-Based Tourism (CBT)** and further provides a better understanding of **inclusive business**, as both are strongly interlinked. The top reasons to invest in CIT are given showing why it matters to do business differently.



The course outlines various opportunities for **business linkages in CIT**. The participants learn how tourism businesses (e.g., hotels, tour operators) run by outsiders can **integrate the local community**. Further, it is touched upon the topic of **supporting community enterprises** and **joint venture opportunities** including agreement options.



In addition, light is shed on **socio-economic benefits, challenges** and **negative impacts** with regards to CIT, both for the company as well as for the community/local culture and the environment. After addressing these challenges, **ideas for solutions** are presented.

Moreover, the module discovers the issue of **managing tourism business partnerships with locals**. First, the **principles for companies investing in business with communities** are introduced, further the relevance of **skills** and **education** as well as of **supplier development** is tackled. Last, five steps to a successful **joint venture with local community tourism ventures** are shown.



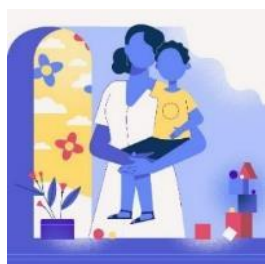
Concluding, the importance of getting everyone on board is emphasized, including the **private sector** and the **community** as major players, and the role of the **government, NGOs** and **CSOs**.

This module will enable the participants to:

- Understand what it takes to involve local communities in tourism businesses
- Identify stakeholders in community involvement in tourism
- Understand how to integrate local communities into their daily business activities
- Articulate why investing in local community linkages creates a win-win situation for locals and businesses.

D.4 – Decent Work Conditions in Tourism

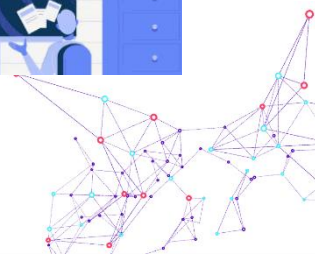
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Everyone wants to have decent work conditions. A healthy work environment increases the wellbeing of the staff, their job satisfaction and their productivity. It has potential to transform the participants' business.

This course starts with an explanation on what **decent work** means and why it **matters for businesses**; further it outlines the **dos and don'ts of decent work**. It dives deeper into the topic by looking at the issues of **equality** and **dignity**, in particular the need for an improved **gender balance, brotherhood** and **sisterhood**. It also demonstrates that the tourism industry creates all kinds of jobs, thus, giving people a chance.

Moreover, the participants learn the **essentials of decent work** - fairness, atmosphere and learning. After defining the term 'fair', important aspects regarding the **working conditions** and **working environment** are presented

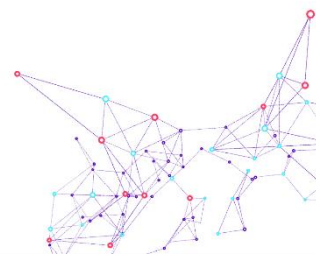


with the aim to provide a better understanding on an **adequate working context**. Above all, it is touched upon '**Fair Trade Tourism**'. In addition, the module deals with the issues **safety** and **security** focusing on **measures** for **prevention** and **training** in preparation for an **emergency**. The delicate topic **sexual harassment** is tackled and **measures** for its **avoidance** are demonstrated.

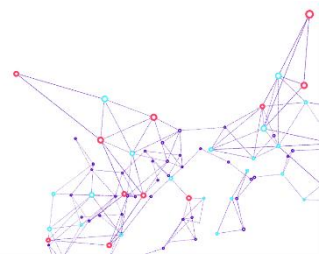
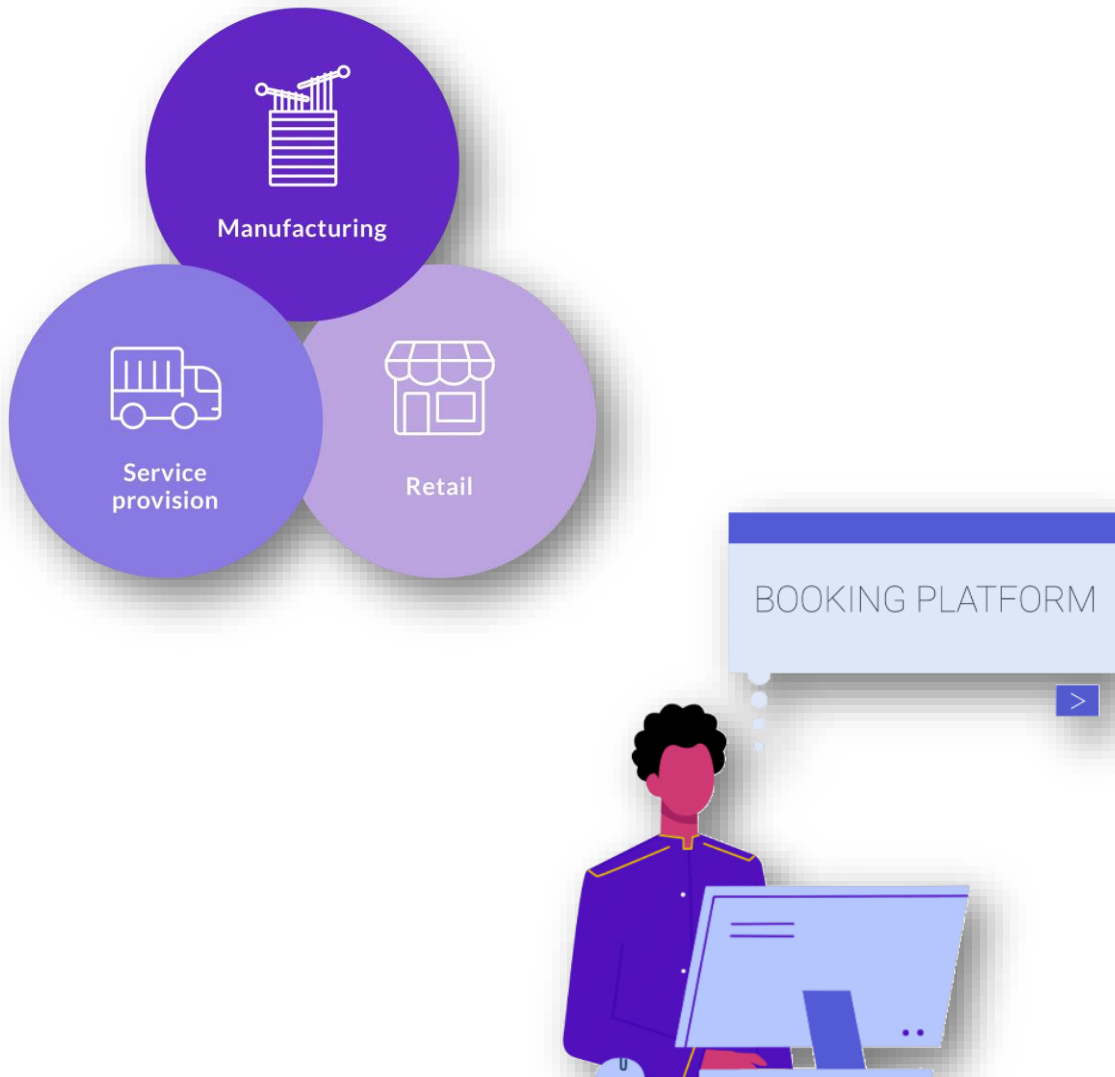
The course concludes with decent work and the importance of **communication** and **dialogue**. Teamwork is emphasized with regards to **working together** and establishing a **common vision**. It also shows stages for the **establishment** of a **grievance system** with the aim to properly address their complaints. Last but not least, the question is raised why **decent work matters** for the **tourism business image**.

This module will enable the participants to:

- Create decent working conditions in their own company
- Illustrate why decent work matters for their tourism business
- Evaluate their tourism business in order to improve their work environment
- Create mechanisms to make their business more appealing to their staff
- Apply ideas on how to improve communication channels in their business.



E – Business Development



E.1 – Entrepreneurship for Tourism Business

[Enter here](#)

Many young people have thought or dreamt about establishing their own business in the tourism industry **becoming an entrepreneur** and being their own boss.

In this module three outstanding people who started from scratch and became successful entrepreneurs are introduced. They provide an **insight** into their **experiences, challenges** and **successes**.



Firstly, an introduction on **entrepreneurship for tourism businesses** is given by explaining the **importance of entrepreneurship** and by naming **stakeholders** who need to be **involved** in starting a business. In a short survey, the participants can test themselves, if they **meet the basic requirements** of an entrepreneur.

Further, the course tackles upon the matter of **innovation** and **entrepreneurial thinking**. It sheds light on the main **characteristics** of that **mindset** and outlines major **character traits** that are important for **entrepreneurial thinking** such as being innovative, creative, resourceful and adaptable. Finally, the concept of **design thinking** is shortly explained that can help to foster the participants' innovation and entrepreneurial thinking.



This module will enable the participants to:

- Define the principles of entrepreneurship for tourism businesses and demonstrate how to get started as an entrepreneur in tourism
- Recall skills and behavior for entrepreneurial thinking and apply some methods for entrepreneurial thinking.

E.2 – What it means to be a Tourism Entrepreneur

[Enter here](#)

Many young people have thought or dreamt about establishing their own business in the tourism industry becoming an entrepreneur and being their own boss. This module continues with the story of the three outstanding people who started from scratch and became successful entrepreneurs.



The course explains the **different types of businesses** and how the participants can choose an **appropriate type** for them. Further, it outlines the importance of **proper planning** including the **analysis of competitors**, the



identification of key stakeholders and understanding the **target market**, as well as demonstrates **essential aspects** to ensure a successful business.

Besides, the module focuses on **administrative** and **financial issues**. It is explained which **administrative duties** need to be fulfilled and further, the importance of **professional advice** is highlighted. Participants will get an idea on different **sources of funding** to start their business and learn essential steps to be taken throughout the **funding processes**.

This module will enable the participants to:

- Evaluate the skills and traits to decide which business is suitable for them
- Identify and implement key aspects for planning and running their business
- Explain what administrative duties have to be fulfilled
- Define funding options to get started with their tourism business.

E.3 – Calculations for Tourism

[Enter here](#)

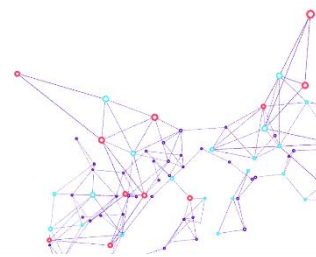
Every business needs to make enough money to stay in business. But how to act best to run a successful business?



The module gives an introduction into the topic of **calculations** by explaining the terms **expenses, income and profit** and its application. Further, by using the stakeholder groups of tour operators, hotel managers and food shop owners, important aspects of calculations are described including **expenses, profit or loss, discounts, currency and ingredient conversion, commission, costing, markup and selling price conversion and daily profit**. For each of these, **concrete calculation examples** are provided aiming at a better understanding for their application. A short video for each stakeholder group provides an example with practical insights into the topic of calculation. With this knowledge, the participants can easily apply different types of calculations to their own tourism businesses.

This module will enable the participants to:

- Recognize the importance of confidence and interest in numeracy skills
- Apply numeric calculation, measurement and estimation to tourism-related examples
- Illustrate the process of reasoning using numbers and data as information
- Demonstrate the use of data for presenting simple analysis and interpretation.



E.4 – Computing Skills for Business

[Enter here](#)

Nowadays, **computing skills** are fundamental for almost every business – also for tourism businesses.

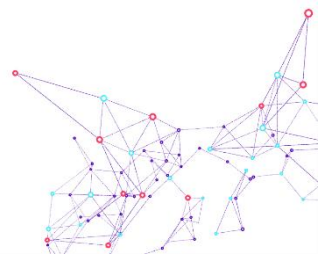
The module starts with the handicraft owner Adisa who embarks on a journey of computer and internet discovery and various fascinating web-based tools to benefit him and his business.



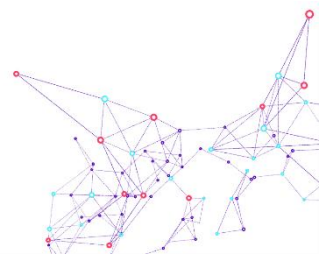
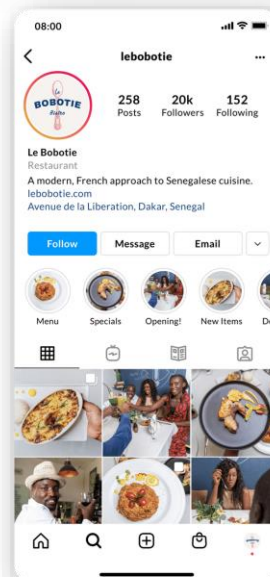
First, essentials on the **use of computers**, on **getting online** and **required infrastructure** as well as on the **protection of computers** are provided. The participants get introduced into the basics of **browsers** and **search engines** by discovering the main features such as **navigation buttons**, **history** and saving **bookmarks** as well as **downloading** and **saving files**. Further, the important aspects of online **protection** and **search engines** are outlined. The course gives an insight into **online services**; it dives deeper into the world of **Gmail** and **Google Drive** by explaining the major features and their application.

This module will enable the participants to:

- Explain how the Internet can help business to thrive with its various services
- Identify and perform basic e-commerce activities
- Review ways on how to tap into digital media to create value.



F – Tourism Marketing



F.1 – How to Research Markets & Sales Channels

[Enter here](#)

Making and selling handicrafts and souvenirs is popular in the tourism business. But the question is: Which type of handicrafts or souvenirs is a good seller? And why is it important? Because it affects product demand, product competition, price and profitability, the sales channel, the promotion and therefore sales.



This course helps participants to start their own business through **discovering the product's market** and **different sales options**. It explains the importance of a **comprehensive market research** aiming at the **identification** and **understanding** of the **market**. It is outlined which aspects need to be taken into consideration such as the collection of **information** about **competitors, customers** and **resellers**. The benefits of a good market research are shown.

Further, the module sheds light on the topic of **sales channels** and introduces the **different types**. It explains how to find and choose the **best fitting direct** and **indirect distribution** and **sales channel** for one's product.

This module will enable the participants to:

- Analyze the market (trends, other products and customer needs)
- Select a suitable channel to sell one's product.

F.2 – Development & Management of Tourism Products

[Enter here](#)

This course looks at the process of developing and managing one's own tourism product by following Fatima from Fatima's Photo Safari Adventures who gives lots of tips and advice on how to approach this task.



At first, an introduction into **tourism product development** is given by pointing out the **importance of the experience** that is created. It dives deeper into the process of product development by outlining the steps to be taken and the aspects to be considered throughout the process (e.g., stakeholders, helpful tools).

Moreover, the participants get familiar with the **customer experience** and the **success factors for creation**. The course sheds light on the **process of product creation** by introducing the concept of the **tourism value chain** and by presenting the **essential steps to be taken** to create a product.



Packaging is another topic that is dealt with in the course. First, the question **why a tourism package is beneficial** to customers is discussed by outlining the **characteristics** of **packages**. It further looks at the matter of **who to build a package with**. Talking about tourism products, also **pricing** plays a key role. Thus, **different types of prices** are introduced, an explanation on **how to set prices** is given and finally, scenarios are provided which make **price adjustments** necessary.



The course completes with the topic of **e-marketing** and **social media** by giving an insight into the types of e-marketing and into ways how to use **social media**, where the **creation of quality content** is highlighted. The participants learn how to develop a **social media plan** and what needs to be considered.

This module will enable the participants to:

- Outline major steps for product creation to create innovative, customer-oriented tourism products
- Explain the difference and importance between single service components and tourism packages
- Ensure appropriate price calculation and price setting for their tourism product
- Describe key components of e-marketing
- Apply social media planning to market their product.

F.3 – Explore Pricing & Promotion

[Enter here](#)

Making handicrafts and souvenirs is comparably easy but selling craft pieces and at the same time earning money with it, is a tough issue.

This course will help participants to start their own business by **understanding pricing** and **promotion for a product**. It will be explained how to set the best price for a product through understanding how to **calculate costs** and the **profit margin**.



Two different **methods for setting the selling price** are introduced: by **calculation** or by **estimations**.

In addition, the module outlines various **promotion** and **communication channels** that can be used to make customers aware about the product. Further, it is demonstrated how to choose the **best fitting channel in line** with the **product** and **target group**. Last but not least, the participants learn how to **apply** all these **communication tools** leading to successful sales.



This module will enable the participants to:

- Determine a reasonable price for their product
- Use different tools to promote their product
- Choose the best fitting channel in line with their product and target group.

F.4 – Introduction to Digital Marketing for Tourism Businesses

[Enter here](#)

Nowadays, **digital marketing** for tourism businesses is **key** and inevitable. The question is how to market one's business on social channels successfully and how to reach a huge audience.

This module will provide an insight into the world of **digital marketing** and **social media** by discovering the **ways of engagement** with **customers before, during** and **after** the journey. Further, it is explained how **social media** can be an important tool for building a business. The course outlines the steps how to get started using social media by **picking the right platform** or **creating content**.

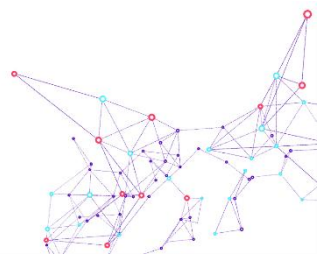
The course deals in **detail** with the four social media platforms **Facebook, Instagram, Pinterest** and **Twitter**, and why and how they are best used for tourism businesses. Having the best social media page is not worth a penny, if the business is not found.

The participants are introduced into the **Google My Business**, its **importance** and **way of application**. Awareness is raised on how adding good, representative **business photos** and **managing customer reviews** well.

This module will enable the participants to:

- Explain the value of online media in promoting a tourism business
- Generate leads through online resources appropriate to the tourism business
- Create an e-marketing plan
- Keep social media pages in high quality and generate high traffic.



G – Customer Service

G.1 – Customer Service for Tourism Businesses

[Enter here](#)



As a service provider, the participants want to satisfy their customers. This includes not only responding to their wishes, but also reacting to customer complaints in an appropriate way. First, the course points out the **importance of understanding the customers' requirements** and the **differences** between **needs**, **wishes** and **expectations** are explained.

Further, the issue of **quality services** is discussed. It is explained **how to meet customers' needs** by introducing the concept of **standards** or **operating procedures**; different scenarios and examples are provided to get a better understanding what standards in tourism mean and how they can be applied. Participants will also learn **methods** on how to **search and solve causes of complaints**, how to **develop standards** and **plans for operating procedures** as well as how to **monitor actual performance** against the standards that have been set out.



Finally, the course tackles on the issue of **resolving customer complaints**. After providing an insight into **reasons** why customers complain, four **essential steps** that are particularly helpful in resolving customer complaints are outlined.

This module will enable the participants to:

- Understand customer service
- Identify customer needs, wishes and expectations
- Respond to customer complaints
- Search and solve causes of complaints.

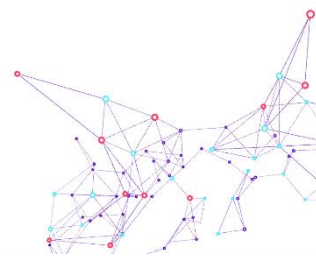
G.2 – Customer Care & Complaint Management

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For customers to be satisfied, to come back or to recommend the tourism business to others, **good customer care is a basic prerequisite**. Of course, this also includes complaint management. What is important about customer care and how the participants can manage to satisfy their customers is the topic of this course.



The module starts with the topic on **professional complaint management** by introducing the **concept of the 3 CRC, tactic** and **components** of a **complaint handling policy**. It further emphasizes essentials for **active listening** (considering and clarifying) and for **apologizing to customers** ('soft dollar' – things with greater value than the actual cost).





Consider

Moreover, the participants dive deeper into the field of **high-quality customer experience** by learning how to **understand customer satisfaction** (including customer delight), how to **anticipate the customers' needs** and how to manage **service quality**, in particular the **definition** and **measurement** of service quality.



Clarify

The module further outlines different **methods to apply customer-focused selling**. It sheds light on the **techniques of up-selling, bolt-on selling, cross-selling** for increased value and **selling in style** including the introduction of sales rules.



Confirm



Respond

Finally, the importance of **long-term customer relationship building** is emphasized by presenting the **benefits of loyal customers** and **long-term customer relationships**, by showing different options how to stay connected with the customers and by providing ideas on how to give incentives to return.



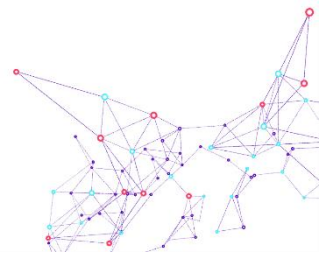
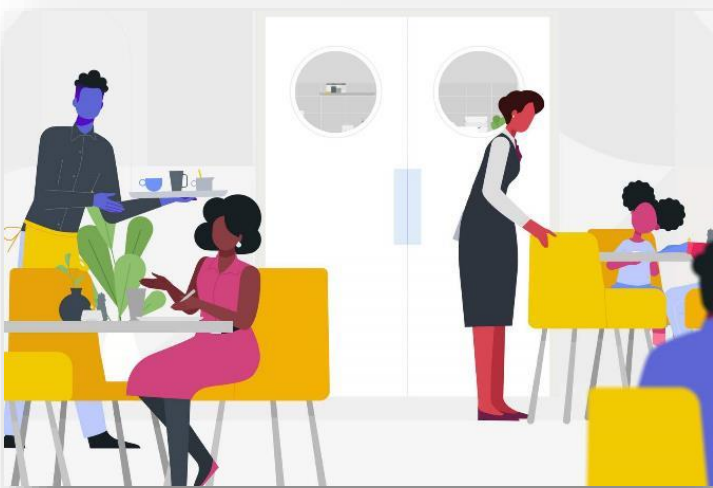
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This module will enable the participants to:

- Demonstrate excellent customer complaint management skills
- Devise a range of sales opportunities relevant to the care and satisfaction of customers
- Evaluate customer satisfaction and create quality-enhancing measures in their business
- Improve their business' long-term customer engagement capacity and increase their customers' lifetime value.



H – Health, Safety & Hygiene



H.1 – How to manage Health & Safety

[Enter here](#)

Structures and processes that ensure the health and safety of all employees in a company are crucial. In particular for hotel or restaurant manager, this is part of their job.

This course will provide participants with the **principles of health and safety** to be implemented in their company. It starts out with the introduction into the topic highlighting its importance. Further, **health and safety procedures at the workplace** are outlined; **reasons** for the need of health and safety and its **benefits** are explained.



It is discussed who is **responsible for respective practices** and which **roles** have to be taken, specific **tasks** and **responsibilities** are discussed. In addition, some **measures**, specifically training and **supervision**, to **ensure health and safety** at the workplace are demonstrated.

This module will enable the participants to:

- Define the principles of health and safety and apply them in a hospitality and tourism environment
- Develop and/or improve health & safety procedures in their workplace
- Train their staff, colleagues and community.

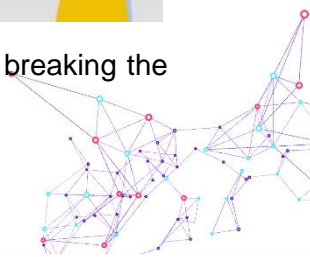
H.2 – How to implement COVID-19 & Hygiene Standards

[Enter here](#)

Hygiene is a high priority in the work environment. But are participants really aware of the effects that a lack of hygiene (especially in times of the COVID-19 pandemic) can have?

The module sheds light on **hygiene management**, in particular in times of COVID-19, where particular precaution needs to be considered by the entire team to ensure and improve guests' and employees' health and safety. The participants will become familiar with **COVID-19** and all its **symptoms**.

Further, the course highlights the necessity of **special hygiene & COVID-19 management** in tourism aiming at the **break and avoidance** of the **chain of transmission**. It is outlined how to define **clear responsibilities** with regards to hygiene & COVID-19 Management including the **designation** of a **focal person**, a response or COVID-19 officer with very specific tasks. Last but not least, preventive steps and **concrete guidelines** are provided aiming at breaking the



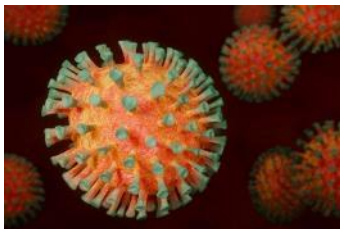
chain of infection. The participants get prepared to implement a **hygiene and COVID-19 concept** in their company.

This module will enable the participants to:

- Define hygiene & COVID-19 management principles, identify and design basic activities for a COVID-19 response officer and apply them to the workplace
- Introduce and/or improve hygiene & COVID-19 management procedures in their work environment
- Train staff, colleagues and community.

H.3 – Adjusting Health, Safety & Hygiene to COVID-19

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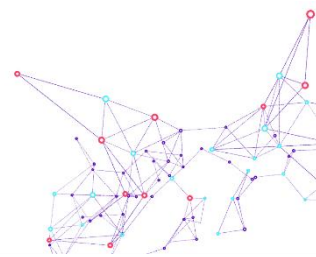
COVID-19 has changed our world; thus, health, safety and hygiene need to be adjusted. This course provides the participants with all the necessary information and tools to make the work environment COVID-19 safe, by recognizing and applying **appropriate** and **adapted health, safety and food hygiene standards**.

Firstly, this module shows the **impacts of the virus on safety and hygiene issues** in the field of tourism. It sheds light on the topic of **COVID-19 management**, on the virus' symptoms and the **chain of transmission**. It further discusses the question **who is responsible** for health, safety and hygiene practices in a hospitality business.

Moreover, the course dives deeper into **health and safety measures** under COVID-19 by discovering the **difference between safety and health**, their importance in the hospitality sector and **methods to ensure the safety of guests and staff**. In addition, concrete health & safety measures during the COVID-19 pandemic to be applied are outlined. The concept of **Standard Operating Procedures (SOP) for COVID-19 management** is introduced.



A spotlight is put on safety, hygiene and security in hospitality operations including the importance of **training of staff** and the implementation of **monitoring** and **evaluation**. It further looks at measures to ensure clean and safe restaurants, rooms and premises as well as to guarantee clean and safe external services from suppliers and partners.

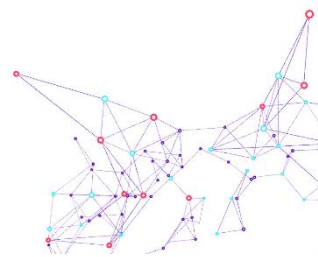




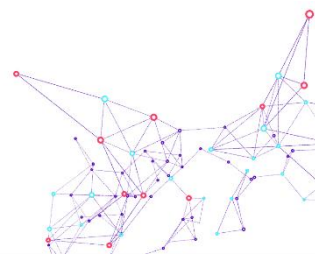
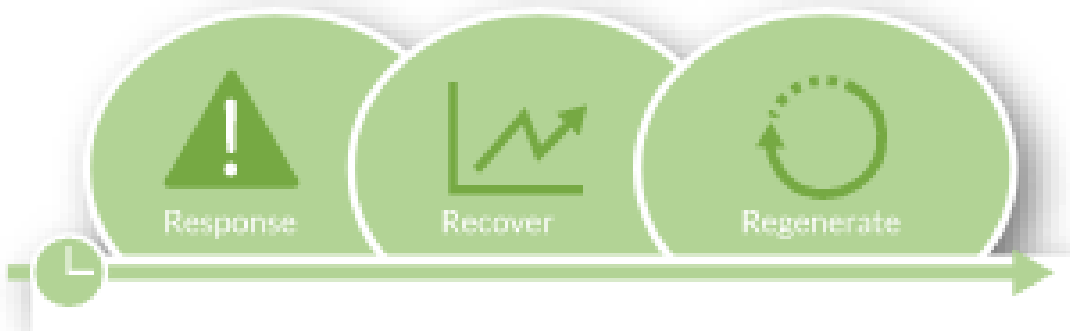
Last but not least, the topic of **food hygiene in hospitality** under COVID-19 is discussed. The participants get familiar with safe and **clean kitchens**, the **importance of hygiene in general** and **personal hygiene**. In addition, the issue of food hygiene is tackled, steps for better food hygiene are introduced and methods for better **food handling** and **storage** are explained.

This module will enable the participants to:

- Define the principles of safety, (food) hygiene and health and apply them in a hospitality environment
- Demonstrate COVID-19 management skills in all aspects and departments of their hospitality operations
- Apply safety, (food) hygiene and health measures in their hospitality environment.



I – Resilience in Tourism



This course with five learning units gives an introduction into **challenges** and **benefits** of **resilience in tourism**. The participants get a better understanding of **different aspects** of this topic.

I.1 – Resilience in Tourism 1: Resilience and Sustainable Development

[Enter here](#)



The first learning unit deals with **resilience** and **sustainable development**. It starts with understanding the **tourism's role in sustainable development** by looking at the agenda for Sustainable Development, in particular at the **Sustainable Development Goals (SDGs)** with relevance for tourism. Further, the **drivers of change** impacting tourism are explained, followed by a task for participants.

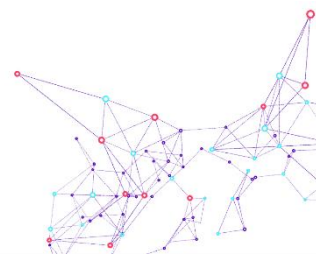
The second part of the learning unit dives into the topic of resilience by discussing the **foundations for resilience** in tourism and different **types of resilience**. Further, it is looked at **key influencing factors** of tourism, such as the COVID-19 pandemic and climate change. The participants get introduced **how resilience relates to scale** by outlining factors that contribute to resilience in tourism as well as how **resilience is linked to the context of a destination or business** impacting its resilience.



Moreover, the unit explains **how resilience relates to sustainability** by contrasting the two concepts and by introducing tourism **indicators of community sustainability and resilience** for different categories (e.g., environmental knowledge, community well-being). Lastly, the question **how to increase resilience** is discussed.

This module will enable the participants to:

- Explain the role of tourism in sustainable development with focus on the Sustainable Development Goals (SDGs)
- Outline the different types of resilience
- Describe how resilience is linked to the context of a destination or business impacting its resilience
- Explain the concept of resilience and sustainability.



I.2 – Resilience in Tourism 2: Risk in Tourism

[Enter here](#)

The second learning unit on resilience dives deeper into **risks in tourism** by **introducing different hazards** and their **relevance to tourism**.

An insight is given into (1) **natural hazards**, namely meteorological, biological and geological hazards, (2) **men-made hazards**, such as accidents, hazards linked to intentional acts, information technology, utility outage or chain interruption and (3) **workplace-specific hazards**. The latter can be grouped into six categories that are relevant for tourism, precisely biological, chemical, physical, safety, ergonomic and psychological, and are explained in the learning unit.



Another topic being tackled is **vulnerability** and **exposure**. The term vulnerability is introduced and **important aspects of vulnerability**, such as being place-based and context specific, explained. Further, **external factors** that **influence the vulnerability** of a tourism business are outlined. Moreover, the term **exposure** is defined and issues regarding **expose of tourism infrastructure** are described.

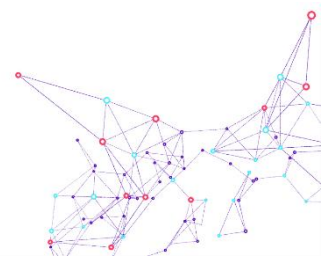
A **case study** on the **adaptive capacity in the South Pacific** is presented. The participants get a better understanding on **tourism activities as a contributor to hazard and exposure** referring to greenhouse gas emission, carbon footprint and tourism as a resource intense industry.



The unit completes with an insight into the topic of **disaster** by presenting two **different scenarios** of tourism businesses, their level of **preparation** and **way of coping** with heavy rain.

This module will enable the participants to:

- Explain the different types of hazards and their relevance to tourism
- Outline the concepts of vulnerability and exposure
- Demonstrate how tourism activities can contribute to hazard and exposure
- Understand ways of preparation and of coping with different disaster scenarios.



I.3 – Resilience in Tourism 3: Addressing Risks in Tourism

[Enter here](#)

The third learning unit on resilience demonstrates how to **address risks** in tourism appropriately. Firstly, relevant aspects regarding **risk assessment** are discussed by looking at the **identification and prioritization of different types of hazards**. Further, the concept of a **risk matrix** is introduced in order to rate certain hazards that is underpinned by explaining the **concepts of probability (likelihood) and impact (severity)**. The participants get familiar with methods on **evaluating the risk** of hazards by implementing the **term 'risk score'**.

In addition, an insight into **trade-offs** is given and **tools for risk assessments** are provided. Importantly, the topic of **risk management** is outlined by pointing out risk **reduction** and **risk avoidance**. The importance of **policies, plans, standing operation procedures** and **training/education** as well as the **reduction of resource use and emissions** is highlighted.



Further, the unit demonstrates **options to reduce the impact of hazards** by adapting to climate change and its effects, by transferring, sharing and accepting risks and by monitoring and evaluating.

This module will enable the participants to:

- Identify and prioritize different types of hazards
- Evaluate and manage risks using the concept of a risk matrix
- Reduce the impact of hazards by adapting to changes.

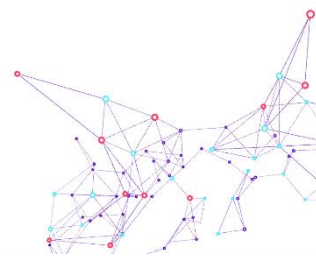
I.4 – Resilience in Tourism 4: Business Response to Crisis and Disaster

[Enter here](#)

The fourth learning unit on resilience sheds light on how businesses can **respond to crisis and disasters** by diving deeper into the **three phases preparation, response and recovery**. It starts out with the first phase of **preparation** by looking at **resource management** and **crisis communication**, particularly on the elaboration of an **emergency response plan**.



Further, emergency response is discussed by touching upon issues such as **information technology** and **employee assistance**. The importance of preparation is highlighted by introducing **early warning systems** and **digital emergency kits**.





The second part of the unit deals with the phase of **response**. It dives deeper into **crisis communication**, precisely **external**, **internal communication** and **communication with guests** as well as **ways to communicate**; it shows types of incidents for crises communication. The participants get an insight into the **management of media** by outlining the importance of a common language and coordination. Moreover, matters on **booking management** and **cancellation policies** are discussed with regards to crisis.

The module completes with the phase of **recovery**, where the significance of **business continuity** and the establishment of a **recovery plan** is pointed out. Further, **critical assets** for **fast recovery** are discussed and what alternatives can be considered. Finally, an insight is given into the **revision of offers and markets**, including the concept of **cash flow**, as well as into the **management of staff**.



This module will enable the participants to:

- Prepare as a business for crisis and disaster
- Respond as a business to crisis and disaster
- Recover as a business after crisis and disasters.

I.5 – Resilience in Tourism 5: Building Long Term Resilience

[Enter here](#)



The module on resilience ends with the learning unit on **building long term resilience**.

First, the importance of **knowledge**, **information** and **learning** is pointed out aiming at an **effective response**. Further, the **role of stakeholders** in building resilience is presented by introducing the tool of a **responsibility matrix** that helps to map and assess existing skill sets. Participants get familiar with different types of **stakeholder mapping**.

In terms of building resilience, it is touched upon the concept of **innovation** with focus on tourism and hospitality. Moreover, the **diversification of products, services and/or markets** is emphasized, in particular the **diversification in response to COVID-19**.

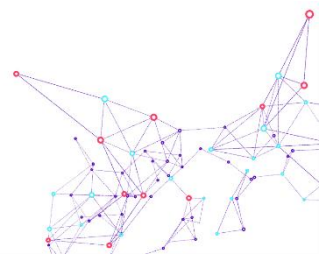
Finally, the importance of **leadership** and **culture** aiming at building resilience is highlighted, underpinned by applying a holistic approach. Essential information on **resilient ecosystems** and **resilient infrastructure** is provided. Participants get an understanding how to contribute to resilience in the wider destination by introducing the



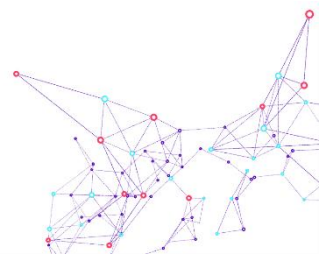
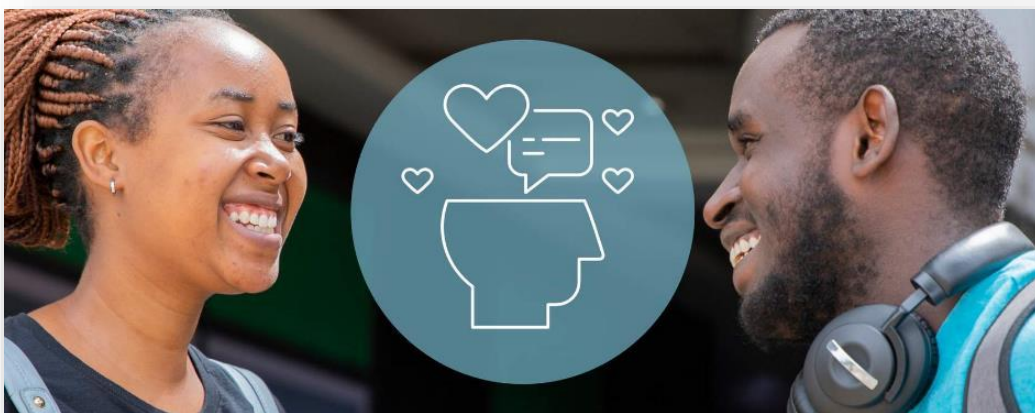
concept of **shared value-based position**. Finally, the **creation of value** the wider destination benefits from, is emphasized.

This module will enable the participants to:

- Explain the role of stakeholders in building resilience by looking at a responsibility matrix
- Outline the importance of innovation and diversification in building resilience
- Apply ways to contribute to resilience.



J – Tour Guiding



This course with eight learning units gives an introduction into the **basics for tour guides**. The participants can **deepen their soft skills** with this training on different topics.

J.1 – Tour Guiding 1: Roles and Responsibilities of the Guide Profession [Enter here](#)

After a short introduction into the digital tour guiding e-learning course, the first learning module on tour guiding deals with the topic of "**Roles and Responsibilities**". It is outlined what it takes to be a tour guide by looking at **essential skills and competencies** (e.g., language skills, communication skills, customer service skills) and **important tasks and responsibilities** of guides. Further, the participants learn the importance of tour guides.



Furthermore, the unit sheds light on the **requirements** that need to be **met for operating** as a tour guide including **legal requirements** and **code of conduct**. Participants will also be introduced into different definitions of "tour guide" and **potential career paths** and **specializations** that can be taken by guides.

Last but not least, it is demonstrated what it means being a tour guide. The question is raised whether tour guides are **facilitators or animators**; further different **types of animation** are introduced. The importance of the tour **guide's first impression** is crucial for establishing successful relationships with customers; **dos and don'ts** are presented.

This module will enable the participants to:

- Understand the roles and responsibilities of a tour guide
- Get to know the requirements of becoming a tour guide
- Explore different specializations as well as dos and don'ts of the profession.

J.2 – Tour Guiding 2: Key Guiding Skills I – Storytelling and Presentation Skills [Enter here](#)

The second learning unit on tour guiding discusses the topic of "Key Guiding Skills" by discovering the **essentials skills for guiding**. The set of skills include **research skills** for a proper tour planning and preparation (preparation of content and methodology, time and logistic planning) and **communication skills** (communication process, barriers to communication, verbal and non-verbal communication).



Further, **presentation methods** are described and **different types of presentations** in accordance to the stage of the tour and the customers' needs are presented.





In addition, the learning unit discovers the **arc of suspense** for the tour by outlining which additional **illustrative and informative media** can be used to enrich a **multi-sensorial experience** for guests. Further, the **technique of storytelling** is introduced by using a short video clip. By providing a series of questions, the participants get an understanding **how to prepare in terms of dramaturgy** for their guided tour. Above all, the unit demonstrates four **different types of experiences on tour**, namely social, exploratory, sensual and vitalistic experiences.

This module will enable the participants to:

- Explain relevant skills for being a tour guide such as research skills, communication skills, and presentation skills
- Create the arc of suspense for the tour with the use of media storytelling and dramaturgy.

J.3 – Tour Guiding 3: Key Guiding Skills II - How to talk about ...

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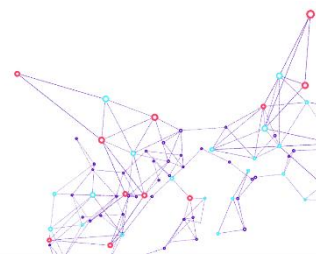
The third learning module faces the **challenge of talking about certain, sometimes delicate, issues**. Firstly, **dos** and **don'ts** are presented, after which the learnings can be tested. Further, it is discussed how to **talk about popular cultures** by presenting suitable **pop culture** topics, **politics** and **religion**. Participants get introduced into **conversational techniques** for presenting **history** and into direct approaches to convey issues and **themes of daily life**. It is also shown how to **deal with taboos** and **moral incorrect behavior**. For each topic, the participants get a short task to apply their knowledge and to put it into practice.



An essential element of guiding skills is **intercultural learning and understanding**. The learning unit introduces the **different levels of intercultural understanding** and awareness. It provides **practical tips** for different scenarios aiming at an enhanced intercultural understanding on tour.

This module will enable the participants to:

- Apply ways of talking about popular cultures, politics and religion, history, daily life and taboos
- Demonstrate intercultural competencies for learning and understanding
- Apply practical tips for enhancing intercultural understanding on tour.



J.4 – Tour Guiding 4: Principles of Group Psychology

[Enter here](#)



The fourth learning unit dives into the world of **group psychology, group pedagogy, group management and logistics**. First, the participants get familiar with the principles of group psychology by discovering the **phases of group formation, factors that impact dynamics of groups and group strategies**. Further, the module deals with **group pedagogy** outlining the aims of group pedagogy, appropriate **content creation and pedagogical tools**, such as differentiation, variation and repetition, as well as motivational and questioning techniques.

The unit also looks at the essentials of **tour group management** which embrace the aspects of **effective time management**, factors to be considered at arrival and in introductory talks as well as **problem solving and mediation**. Finally, the participants are introduced into the topic of **group logistics** by discovering the **distribution channels** in the travel business, the **role of tour operators / organizers, issues that might occur** in accommodation facilities as well as important aspects regarding **modes of transports and service providers**.



This module will enable the participants to:

- Explain the principles of group psychology
- Demonstrate the fundamentals of group pedagogy
- Apply techniques and methods to manage a tour group
- Apply logistics tied to being a tour guide.

J.5 – Tour Guiding 5: Health & Safety for Tour Guides

[Enter here](#)



The fifth learning unit faces the crucial topic of **health & safety and legal requirements** of tour guides by looking at **personal health issues, legal health and safety obligations and responsibilities**. Further, the mystery of health, safety and security is unwound by assessing various **risks** regarding tour guiding, **dealing with procedures for health, safety and security** and getting familiar with health and safety aspects in terms of **travel with elderly people**. Importantly, the participants get an insight into ways of **dealing with emergency health situations** and into **crisis management** with regards to criminal incidents, participants being in danger or the death of participants.



Moreover, the unit touches upon the topic of **pandemics** and **epidemics**. It discusses issues on the **recovery** of the tourism industry as well as on **guiding and COVID-19**, precisely the elaboration of a **COVID-19 emergency plan**.

This module will enable the participants to:

- Explain health and legal requirements for tour guiding
- Demonstrate the importance of assessing potential risks
- Manage health emergencies and crisis while tour guiding
- Cope with the ongoing COVID-19 pandemic.

J.6 – Tour Guiding 6: Dealing with Customer Complaints and Emergencies

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The sixth learning unit covers the topic of **customer complaints and emergencies** starting with the **different types of customers** and the importance of considering **customers diversity** in tour planning and delivery.

It further sheds light on essential **aspects of customer service** including the understanding of customer service, the identification of **customer needs, requirements** and **expectations** and the management of their expectations. The participants get familiar with the delicate topic on **ways of dealing with difficult guests** and aspects on **customer complaints**.

The unit completes with tackling on the matter of **emergencies**. By using different emergency scenarios, ways of **dealing with different crises** such as theft or loss of possession or traffic accident are shown. Finally, it touches upon **crisis management** by looking at **safety measures** and **early warning systems**.

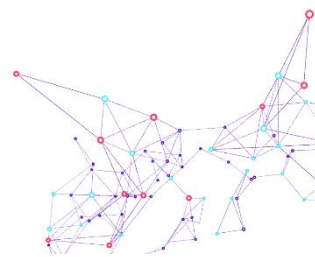
This module will enable the participants to:

- Explain the types of customers
- Demonstrate the importance of knowing and managing customers' expectations
- Apply techniques to deal with customers' complaints and how to react in emergencies.

J.7 – Tour Guiding 7: Cultural Heritage Interpretation

[Enter here](#)

The seventh learning unit looks at **culture guiding and heritage interpretation**. The participants get familiar with the subject of **cultural heritage interpretation**, its importance and the **role of tour guides** in that regard; further it discovers the **principles of and tools for cultural heritage interpretation**.





Moreover, the unit deals with the **objectives of cultural heritage interpretation**. The participants get introduced into **tangible and intangible cultural heritage** as well as learn about the **interpretation** of different types of cultural heritage.

The module tackles various matters regarding **urban heritage and tourism** (e.g., popular types of urban tourism destinations, planning of city tours) and the **visitation of museums, palaces, religious and sacred sites**. The unit ends with information on **archaeological sites** and **UNESCO World Heritage sites**, and aspects to be considered for visitation.



This module will enable the participants to:

- Demonstrate the importance and the principles of cultural heritage interpretation
- Outline the difference between tangible and intangible cultural heritage
- Explain the different objects of cultural heritage interpretation.

J.8 – Tour Guiding 8: Nature and Adventure Guiding

[Enter here](#)



The last learning module gives an insight into **nature, wildlife and adventure guiding**. At first, the topic of nature tourism is covered by touching upon the importance of **nature experience** and **protected area management**. Moreover, sustainable travel is discussed by discovering the **different types of protected areas** and **options to support and promote nature conservation** in tour

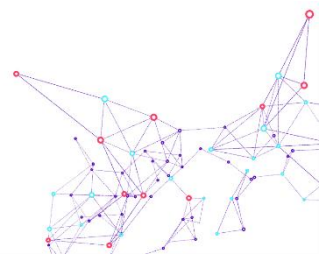
guiding. The **principles of nature guiding** are introduced by looking at different forms of nature tourism and **methods to enhance the nature experience** for tourists. The participants also learn about **wildlife tourism**, in particular about the different forms of animal tourism and marine wildlife tourism. Essentials that need to be considered when **planning tourism** and **wildlife watching** are pointed out.

The second part of the unit sheds light on **adventure tourism** by dealing with **sport tourism, hiking and cycling** as well as **adventure tours**. For each subject, **issues of embedding** respective activities **in standard package holidays** are discussed, different **forms of respective tours** are introduced, and **requirements** for respective guides are presented. It also looks at **customer groups** for each tourism segment.



This module will enable the participants to:

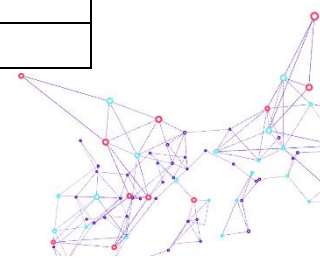
- Explain the principles of nature-based and sustainable tourism
- Outline the principles of nature guiding
- Conduct adventure and sports tours



3. Learning pathways

The courses are clustered into thematic learning pathways and provided with links to atingi (Just click on the course title to follow the link).

Learning Pathways
Introduction into Professions in the Tourism Sector
A Career in Tourism
A Career in Hospitality
Tour Guiding 1: Roles and Responsibilities of the Guide Profession
What it means to be a Tourism Entrepreneur
Fundamentals of Tourism and Hospitality
Fundamentals of Tourism & Hospitality
Foundations of Food & Beverage Business
Soft Skills for Tourism Business
Customer Service for Tourism Businesses
Fundamentals of Housekeeping
Fundamentals of Gastronomy
Foundations of Food & Beverage Business
Customer Service for Tourism Businesses
Quick Start English Vocabulary for Tourism
How to manage Health & Safety
Adjusting Health, Safety & Hygiene to COVID-19
Tourism Marketing
How to Research Markets & Sales Channels
Explore Pricing & Promotion
Introduction to Digital Marketing for Tourism Businesses
Development & Management of Tourism Products
Entrepreneurship and Business Development in Tourism
What it means to be a Tourism Entrepreneur
Entrepreneurship for Tourism Business
Calculations for Tourism
How to Research Markets & Sales Channels
Explore Pricing & Promotion
Development & Management of Tourism Products
Customer Service and Management in Tourism
Soft Skills for Tourism Business
Customer Service for Tourism Businesses
Customer Care & Complaint Management
Quick Start English Vocabulary for Tourism



Empowerment and Human Rights in Tourism
Women's Rights & Gender Equality in Tourism
Decent Work Conditions in Tourism
Child Protection in Tourism
Community Involvement in Tourism
Essentials in Sustainable Tourism & Hospitality Management
Introduction to Green & Clean Tourism
Why Tourism Business should be Sustainable
How to Create a Sustainable Tourism Business
Implementation of Sustainable Tourism Practices
Water Management in Hospitality
The Future of Sustainable Hospitality
Energy Efficiency in Hospitality
Waste Management & Circular Economy in Hospitality
Sustainable Food Management in Hospitality
Decent Work Conditions in Tourism
Health, Safety & Hygiene in Tourism Businesses
How to manage Health & Safety
How to implement COVID-19 & Hygiene Standards
Adjusting Health, Safety & Hygiene to COVID-19
Resilience/ Risk Management for Tourism Businesses
Resilience in Tourism 1: Resilience and Sustainable Development
Resilience in Tourism 2: Risk in Tourism
Resilience in Tourism 3: Addressing Risks in Tourism
Resilience in Tourism 4: Business Response to Crisis and Disaster
Resilience in Tourism 5: Building Long Term Resilience
Tour Guiding
Tour Guiding 1: Roles and Responsibilities of the Guide Profession
Tour Guiding 2: Key Guiding Skills I – Storytelling and Presentation Skills
Tour Guiding 3: Key Guiding Skills II - How to talk about...
Tour Guiding 4: Principles of Group Psychology
Tour Guiding 5: Health & Safety for Tour Guides
Tour Guiding 6: Dealing with Customer Complaints and Emergencies
Tour Guiding 7: Cultural Heritage Interpretation
Tour Guiding 8: Nature and Adventure Guiding
Individual Course
Computing Skills for Business



4. Imprint

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