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**IME GSEVEE**

Small Enterprises Institute  
of GSEVEE

# TourX

## Action 3.4.2.1

Deliverable\_Good  
Practices in Skills

This deliverable refers to the EACEA.A – Erasmus+ Programme

**“CoVEs for the Tourism Industry - TOUR-X ”** Action 3.4.2

and has been developed by the partner

INSTITOUTO MIKRON EPICHIRISEON GENIKIS SYNOMOSPONDIAS EPAGGELMATION  
BIOTECHNON EMPORON ELLADOS (IMEGSEVEE),

in accordance with the terms and requirements of the Project Nr. 101056184 Grant  
Agreement.

Athens, February 2025

The present document focuses on the presentation of some Good Practices with regarding with the benefits of using e-learning tools towards to achieve the staff upskilling in the sector of tourism.

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## Major Tourism Companies

Starting, there are examples that showcase how major tourism companies are leveraging e-learning to enhance employee skills, which in turn leads to better customer service, improved operational efficiency, and increased business performance. Many companies have integrated mobile learning, interactive content, and gamification to keep employees engaged, and the results indicate that e-learning is a valuable tool for continuous improvement in the tourism sector.

**Marriott International:** Marriott uses "Marriott Learn", an e-learning platform that offers a wide variety of training programs for employees, including customer service, leadership, and operational procedures. Employees can access training on-demand, making it flexible and scalable. Marriott's investment in training and development has led to improved employee engagement and guest satisfaction scores. The company has found that employees who complete the e-learning modules tend to have higher retention rates and are better equipped to provide exceptional service to customers.

**Hilton Worldwide:** Hilton's "Hilton University" is an online platform designed for continuous training across various roles in the company. It features courses on hospitality basics, leadership development, and customer service excellence. Hilton has reported an increase in employee productivity and customer satisfaction, particularly because the e-learning program is easily accessible to staff working in remote or on-the-go roles (like hotel staff or event coordinators).

**Expedia Group:** Expedia has adopted a blend of online training resources, including webinars, e-learning modules, and virtual instructor-led sessions. Their focus is on product knowledge, sales training, and customer relationship management. This comprehensive training approach has helped Expedia maintain a highly knowledgeable team, allowing staff to stay up-to-date with product offerings, enhance customer service, and boost sales performance. Employees have noted increased confidence when dealing with customer queries and bookings.

**Carnival Cruise Line:** Carnival offers e-learning courses for employees through its "Carnival Learning" platform, which focuses on improving guest service, safety protocols, and leadership skills. The cruise line offers a combination of self-paced learning, quizzes, and interactive elements to engage employees. The training program has helped enhance safety standards across the fleet and improved customer service ratings. Employees have been able to apply their training to create more personalized guest experiences, leading to a boost in customer loyalty.

**Royal Caribbean Cruises:** Royal Caribbean's "Learning Management System (LMS)" allows both onboard and shore-based employees to access a wide range of training materials, including courses on customer service, operational procedures, and safety protocols. The company has integrated VR (Virtual Reality) into certain modules for real-life simulations, such as emergency response drills. The use of VR and e-learning has improved employee engagement, particularly among new recruits who find interactive learning more immersive. The result has been enhanced service quality and higher guest satisfaction ratings.

**Airbnb:** While Airbnb is primarily known for its online platform, the company also invests in e-learning to train hosts and employees on various aspects of the business. Their "Airbnb Community Center" offers learning modules for hosts, covering everything from setting up listings to hospitality best practices. Airbnb's training resources have empowered hosts to improve their customer service, leading to better guest reviews and increased bookings. The company also uses e-learning to continuously train its internal customer support teams, improving their ability to resolve issues efficiently.

**TUI Group:** TUI, one of the world's largest travel and tourism companies, uses an advanced e-learning platform called "TUI Academy". The platform offers training on a wide range of topics such as destination knowledge, sales techniques, safety, and customer service. TUI's e-learning program has been successful in ensuring a consistent standard of service across its global network. Staff members from various countries are able to complete training in a way that is culturally relevant, and the company reports increased sales and customer satisfaction.

**Accor Hotels:** Accor's "MyLearning" platform is an integral part of their training program. It provides employees with access to a library of learning content on topics like hospitality, leadership, and operational efficiency. Accor also integrates gamification elements into their training modules to enhance engagement. The program has contributed to a significant increase in employee satisfaction and retention. Accor has reported that employees are better prepared for guest interactions and have a clearer understanding of the brand's values and customer service standards.

**Tourism Australia:** Tourism Australia provides e-learning resources to travel agents and tourism professionals globally through its "Australia Specialist Program". This platform offers courses on Australian destinations, experiences, and tourism regulations. The program has successfully helped increase international tourist arrivals, as travel agents equipped with in-depth knowledge of Australian destinations are more likely to recommend Australia to their clients. Tourism Australia also tracks progress and provides incentives for top-performing agents.

## Small and Very Small enterprises

In the other hand, the small and micro enterprises in the tourism sector, such as small hotels, restaurants, and travel agencies, are using e-learning for staff upskilling and are successfully leveraging it to build green, digital, and intercultural skills among their employees. While these businesses may not always have the same resources as large chains, many are embracing e-learning platforms and reporting positive outcomes, i.e. improved employee performance and so they can create a more well-rounded, competitive workforce. This has led to improved customer experiences, better reviews on social media, and increased bookings. Social media feedback often highlights the professionalism, environmental responsibility, and cultural sensitivity of staff, underscoring the importance of these skills in the modern tourism landscape. As travelers increasingly prioritize sustainability, digital convenience, and cultural understanding, small and very small enterprises that invest in e-learning to upskill their staff can gain a competitive advantage and foster positive relationships with their customers.

There are several tailored examples from Europe, China, Asia and the rest of the world that demonstrate how SMEs can implement effective e-learning strategies to improve **green**, **digital**, and **intercultural** competencies, leading to enhanced guest experiences, increased social media visibility, and a more competitive edge in the tourism industry. The key elements of this effort are:

- ✓ **Improved Guest Experiences:** In each case, e-learning led to enhanced staff performance, which directly improved guest satisfaction. Customers appreciated better service, personalized recommendations, and professional handling of inquiries, often mentioning these aspects on social media.
- ✓ **Increased Social Media Mentions:** Positive experiences linked to improved staff skills were frequently shared on platforms like Instagram, Facebook, and TripAdvisor, helping businesses build a stronger online presence.
- ✓ **Cost-Effective and Scalable:** Small businesses often lack the resources for expensive in-person training programs. E-learning provides a cost-effective solution that can be scaled to fit the size and needs of the business.

Here are some examples from SMEs and positive feedback related to staff upskilling via e-learning:

## Europe

|              |                                            |                                  |                                                                                                                                                                                                                                                                                                                                                                                              |
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| Green Skills | Hotel Sonnenalp (Germany)                  | Procedure                        | Hotel Sonnenalp, a small luxury hotel in the Bavarian Alps, uses e-learning to train staff in sustainable practices, focusing on reducing waste, energy consumption, and promoting eco-friendly services. The modules also include information on the hotel's eco-certifications and sustainability partnerships, like the EU Ecolabel.                                                      |
|              |                                            | Results                          | The training helped staff engage guests by discussing the hotel's green initiatives, such as its use of locally sourced food and renewable energy systems. This resulted in improved customer satisfaction and positive mentions on review platforms.                                                                                                                                        |
|              |                                            | Comments / Feedback / Visibility | Guests frequently shared their experiences on Instagram, emphasizing the eco-conscious practices of the hotel. Guests praised the hotel's sustainability efforts, including the reduction of plastic use, which earned the hotel higher visibility among environmentally conscious travelers.                                                                                                |
| Green Skills | Explore Croatia (Tour Operator in Croatia) | Procedure                        | A small tour operator in Croatia, Explore Croatia, adopted e-learning to train its guides on eco-tourism, sustainable transportation, and environmental conservation. The training included modules on waste management, minimizing the carbon footprint of tours, and eco-friendly practices in local communities.                                                                          |
|              |                                            | Results                          | Guides who underwent the training were able to educate tourists about Croatia's natural resources, leading to more guests choosing sustainable excursions. The eco-tourism focus helped the company stand out in a competitive market.                                                                                                                                                       |
|              |                                            | Comments / Feedback / Visibility | Social media posts from travelers highlighted how knowledgeable the guides were about sustainable travel, with mentions on Facebook and Instagram about the agency's commitment to preserving Croatia's natural beauty.                                                                                                                                                                      |
| Green Skills | The Green Hotel (Small Hotel in the UK)    | Procedure                        | The Green Hotel, a small eco-hotel in the UK, implemented an e-learning platform that focuses on green practices like waste reduction, water conservation, and energy efficiency. The hotel staff underwent online training modules covering topics such as sustainable food sourcing, the importance of eco-certifications, and how to communicate the hotel's green initiatives to guests. |
|              |                                            | Results                          | The hotel saw an increase in positive guest feedback on sustainability, with many travelers noting the hotel's eco-friendly practices. The staff's ability to answer questions about sustainability and offer advice on local green initiatives improved guest satisfaction.                                                                                                                 |
|              |                                            | Comments / Feedback / Visibility | Guests on social media shared photos of the hotel's sustainability efforts, such as energy-saving features and eco-friendly products. Many guests commented on Facebook and Instagram about the hotel's commitment to the environment, leading to more bookings from eco-conscious travelers.                                                                                                |

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| <b>Digital Skills</b> | <b>Hostal La Casa Verde (Small Hotel in Spain)</b> | <b>Procedure</b>                        | Hostal La Casa Verde, a small family-run hotel in Spain, introduced e-learning for staff to improve their proficiency with digital tools, including the hotel's online booking system, social media platforms, and guest communication tools. The training covered using booking engines, managing online reviews, and handling customer requests via email and chat. |
|                       |                                                    | <b>Results</b>                          | The hotel saw an increase in direct bookings through its website and improved guest engagement on social media. Staff were able to handle online reviews more effectively, which helped improve the hotel's reputation.                                                                                                                                               |
|                       |                                                    | <b>Comments / Feedback / Visibility</b> | Guests posted on social media about the ease of booking and the prompt responses from the hotel's team. Positive feedback on platforms like TripAdvisor and Google Reviews mentioned the smooth booking experience and the hotel's active social media presence, which improved visibility.                                                                           |

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| <b>Digital Skills</b> | <b>The Digital Travel Agency (Small Travel Agency in Portugal)</b> | <b>Procedure</b>                        | A small travel agency in Portugal, specializing in customized itineraries for digital nomads, implemented an e-learning program to train staff on tools such as online booking engines, travel management platforms, and customer service via digital channels like chatbots and email. The training also included modules on social media advertising and search engine optimization (SEO) to increase visibility. |
|                       |                                                                    | <b>Results</b>                          | Staff became adept at managing bookings and customer inquiries online, which contributed to a smoother client experience and improved service delivery. Their ability to run targeted digital marketing campaigns helped the agency attract more international clients.                                                                                                                                             |
|                       |                                                                    | <b>Comments / Feedback / Visibility</b> | Travelers shared their positive experiences with the agency on Instagram, mentioning how easy it was to work with the agency online. They appreciated the personalized service and quick responses to inquiries, and the agency's social media presence saw significant growth.                                                                                                                                     |

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| <b>Digital Skills</b> | <b>La Perle du Lac (Small Hotel in Switzerland)</b> | <b>Procedure</b>                        | La Perle du Lac, a boutique hotel near Lake Geneva, adopted e-learning to train staff on digital tools for online booking systems, customer relationship management (CRM), and social media marketing. The hotel aimed to increase its digital presence, streamline its booking process, and ensure prompt responses to customer inquiries. |
|                       |                                                     | <b>Results</b>                          | Staff were able to handle bookings more efficiently and engage with potential guests through social media platforms like Facebook and Instagram. This led to increased online bookings and a stronger online reputation.                                                                                                                    |
|                       |                                                     | <b>Comments / Feedback / Visibility</b> | Positive feedback on social media emphasized the hotel's professional online presence, and guests appreciated the seamless digital booking experience. Many guests tagged the hotel in posts showcasing their stay, contributing to the hotel's rising visibility.                                                                          |

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| <b>Digital Skills</b> | <b>MyWay Travel (Tour Operator in France)</b> | <b>Procedure</b>                        | MyWay Travel, a small travel agency based in Paris, adopted e-learning to upskill its employees in using digital marketing strategies, managing online customer queries, and utilizing booking platforms effectively. The agency also trained its staff on SEO (Search Engine Optimization) to increase organic reach. |
|                       |                                               | <b>Results</b>                          | This training enhanced staff's ability to handle digital customer inquiries and led to a more streamlined online booking process. The agency experienced an increase in online visibility and customer engagement through its revamped digital marketing strategy.                                                     |
|                       |                                               | <b>Comments / Feedback / Visibility</b> | Guests shared their positive experiences on Facebook, particularly praising the ease of booking and the personalized recommendations provided by the agency. Positive online reviews mentioned the agency's responsiveness on digital platforms.                                                                       |

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| <b>Digital Skills</b> | <b>The Coastal Café (Small Café in Greece)</b> | <b>Procedure</b>                        | This small café in Greece used e-learning to train its team in digital customer service (like online reservations and reviews) and cultural awareness to better understand the international clientele it serves. The café also introduced an online platform for customers to order food and beverages in multiple languages. |
|                       |                                                | <b>Comments / Feedback / Visibility</b> | The café's social media pages received positive comments about the "quick online ordering system" and "friendly, multicultural staff." Guests often shared images of their meals and tagged the café, praising the digital convenience and excellent service.                                                                  |

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| <b>Intercultural Skills</b> | <b>Viva Travel (Small Travel Agency in Portugal)</b> | <b>Procedure</b>                        | Viva Travel, a small travel agency in Portugal, launched an e-learning initiative to train its employees on intercultural sensitivity, including tips for interacting with tourists from different cultures and understanding various travel behaviors. The platform also provided language courses to help staff communicate more effectively with international clients. |
|                             |                                                      | <b>Results</b>                          | Employees became more adept at handling culturally diverse clients, leading to higher satisfaction and better reviews. Customers appreciated the agency's ability to provide tailored travel experiences that respected cultural differences and local customs.                                                                                                            |
|                             |                                                      | <b>Comments / Feedback / Visibility</b> | On social media, travelers shared their experiences, particularly praising the travel agents' knowledge of local customs and their ability to recommend culturally appropriate activities. Positive comments on Facebook highlighted how the agency's staff made their travels more enriching and comfortable.                                                             |

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| <b>Intercultural Skills</b> | <b>The Nest Boutique Hotel (Small Hotel in Greece)</b> | <b>Procedure</b>                        | The Nest, a small boutique hotel in Greece, implemented an e-learning system for its staff to improve hospitality and customer service skills. The training focused on enhancing staff communication, understanding guest needs, and addressing complaints effectively.                                                                                                     |
|                             |                                                        | <b>Results</b>                          | After completing training, staff members provided better guest experiences, which was reflected in improved guest reviews and positive social media feedback. Guests praised the “personalized” service and “friendly” atmosphere. Social media mentions often highlighted the hotel’s attention to detail and excellent service, which was attributed to staff upskilling. |
|                             |                                                        | <b>Comments / Feedback / Visibility</b> | Guests on platforms like TripAdvisor and Instagram shared their positive experiences, commenting on the professionalism and friendliness of the staff, attributing this to the hotel’s ongoing commitment to training.                                                                                                                                                      |

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| <b>Intercultural Skills</b> | <b>Small Travel Agency (Tourism Agency in Italy)</b> | <b>Procedure</b>                        | A small travel agency in Italy, which focuses on bespoke tours for international clients, adopted an e-learning system to help its employees improve their knowledge of popular tourist destinations, cultural etiquette, and customer relationship management.                                                                                                             |
|                             |                                                      | <b>Results</b>                          | The agency’s employees became more knowledgeable and confident in their roles, which allowed them to create tailored itineraries and upsell additional services. This resulted in higher conversion rates for bookings and more repeat customers.                                                                                                                           |
|                             |                                                      | <b>Comments / Feedback / Visibility</b> | Customers began leaving glowing reviews on social media, especially on Facebook and Instagram, mentioning how the agents had “tailored the perfect trip” based on their preferences. Several travelers specifically mentioned how the staff’s deep knowledge and attention to detail made the trip memorable, praising the agency’s “expertise” and “personalized service.” |

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| <b>Intercultural Skills</b> | <b>Pico Travel (Small Tour Operator in Spain)</b> | <b>Procedure</b>                        | Pico Travel, a small tour operator based in Spain, created an e-learning program to train its tour guides on topics such as cultural history, language skills, and safety procedures. The training was offered through online webinars and video modules, which the staff could complete before each tourist season.                              |
|                             |                                                   | <b>Results</b>                          | The tour guides became more knowledgeable, enthusiastic, and professional, which resulted in higher customer ratings and feedback. Guests specifically appreciated the guides’ knowledge and ability to share in-depth insights during their tours.                                                                                               |
|                             |                                                   | <b>Comments / Feedback / Visibility</b> | Several travelers shared their experiences on social media platforms, particularly Facebook and Twitter, highlighting how the guides’ deep knowledge and storytelling enhanced their trips. Some guests even posted photos with tour guides, praising them for their professionalism and friendliness, which led to more word-of-mouth marketing. |

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| <b>Intercultural Skills</b> | <b>The Amadeus Hotel (Small Hotel in Vienna, Austria)</b> | <b>Procedure</b>                        | The Amadeus Hotel, located in the heart of Vienna, implemented an e-learning program aimed at improving intercultural communication and multilingual service. Staff were trained in understanding cultural preferences, expectations, and communication styles of guests from different regions, especially targeting international visitors from Asia, the U.S., and the Middle East. |
|                             |                                                           | <b>Results</b>                          | Employees were able to adapt their service style to meet the needs of diverse guests, leading to a more personalized experience and enhanced guest satisfaction. The hotel staff's ability to engage with multilingual guests improved dramatically.                                                                                                                                   |
|                             |                                                           | <b>Comments / Feedback / Visibility</b> | On TripAdvisor and Facebook, guests from diverse cultural backgrounds praised the hotel's staff for their "professional and friendly" service, often specifically mentioning how well the staff communicated with them in their native language.                                                                                                                                       |

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| <b>Intercultural Skills</b> | <b>European Heritage Tours (Tour Operator in Italy)</b> | <b>Procedure</b>                        | European Heritage Tours, a small tour company in Italy, adopted e-learning to train staff on cultural awareness, including understanding various international tourists' expectations, customs, and local etiquette. The training also focused on guiding staff in delivering multilingual services to ensure comfort and clarity for guests from different parts of the world. |
|                             |                                                         | <b>Results</b>                          | The training led to staff being more culturally sensitive, which was crucial for delivering a high-quality, respectful experience for international guests. The company saw an increase in customer loyalty and repeat bookings.                                                                                                                                                |
|                             |                                                         | <b>Comments / Feedback / Visibility</b> | Guests on Instagram and Facebook often shared their experiences, noting how the company's guides not only provided historical insights but also respected and accommodated cultural preferences, which added to the authenticity of their experience.                                                                                                                           |

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| <b>Intercultural Skills</b> | <b>The Local Cultural Experience (Small Agency in Italy)</b> | <b>Procedure</b>                        | A small Italian agency that offers immersive cultural experiences implemented an e-learning platform to teach staff about local traditions, languages, and etiquette. The training helped staff guide tourists through authentic cultural experiences with a deep understanding of local customs. |
|                             |                                                              | <b>Comments / Feedback / Visibility</b> | Guests praised the agency's knowledgeable guides, many of whom were able to share detailed insights into local Italian culture, food, and history. Social media comments often referenced the staff's ability to create a culturally rich and respectful experience.                              |

## Asia

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| <b>Green Skills</b> | <b>The Green Panda Hostel (Beijing, China)</b> | <b>Procedure</b>                        | The Green Panda Hostel in Beijing, known for its eco-friendly approach, implemented an e-learning program for staff to learn about sustainability, waste reduction, and energy-saving practices. They also provided online training on sustainable local tours and environmental awareness. |
|                     |                                                | <b>Results</b>                          | Staff became better equipped to communicate the hostel's eco-friendly features to guests, such as water-saving amenities and the use of biodegradable products. This increased guest satisfaction and attracted eco-conscious travelers.                                                    |
|                     |                                                | <b>Comments / Feedback / Visibility</b> | On platforms like WeChat and Instagram, guests shared positive feedback about the sustainable practices, tagging the hostel and highlighting how it provided an environmentally conscious yet affordable stay in Beijing.                                                                   |

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| <b>Digital Skills</b> | <b>China Tours (Tour Operator in Beijing)</b> | <b>Procedure</b>                        | China Tours, a medium-sized tour operator based in Beijing, used e-learning to train their staff on utilizing digital marketing tools, online booking systems, and customer service via social media channels like WeChat. The training also included using virtual tours and digital itineraries to attract international clients. |
|                       |                                               | <b>Results</b>                          | With improved digital literacy, the staff could provide better customer service, manage bookings, and promote tours on Chinese social media platforms. This helped increase bookings from international tourists as well as local travelers.                                                                                        |
|                       |                                               | <b>Comments / Feedback / Visibility</b> | Positive comments and reviews on platforms like WeChat and TripAdvisor highlighted the company's ease of use, quick responses, and the engaging virtual experiences it provided. Guests often mentioned how the digital interaction made planning their trip more seamless.                                                         |

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| <b>Digital Skills</b> | <b>Chic Tours (Small Tour Operator in Thailand)</b> | <b>Procedure</b>                        | Chic Tours, a small tour operator based in Thailand, implemented e-learning to upskill its staff in digital tools like customer relationship management (CRM) software, digital marketing, and creating virtual tours. The training helped the team manage bookings, interact with customers digitally, and optimize their online presence. |
|                       |                                                     | <b>Results</b>                          | The staff became more proficient in using CRM tools to personalize travel packages for clients and promote special offers via social media. The agency also saw an increase in online reviews and bookings due to improved customer interactions.                                                                                           |
|                       |                                                     | <b>Comments / Feedback / Visibility</b> | Travelers shared positive experiences on social media, commenting on how easy it was to book their tours online and how informative the agency's virtual content was. The agency's presence on Facebook and Instagram grew due to better digital marketing strategies, and guests appreciated the user-friendly online booking process.     |

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| <b>Digital Skills</b> | <b>The Digital Nomad Café (Small Café in Bali)</b> | <b>Procedure</b>                        | This café in Bali, popular with digital nomads, used e-learning to train staff in digital tools like social media management, online order processing, and customer relationship management.                      |
|                       |                                                    | <b>Comments / Feedback / Visibility</b> | Guests praised the fast and efficient service, especially during busy hours, with some Instagram posts tagging the café for its seamless online ordering and customer service, made possible by staff upskilling. |

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| <b>Intercultural Skills</b> | <b>Beijing Cultural Journeys (Tour Operator in China)</b> | <b>Procedure</b>                        | Beijing Cultural Journeys, a small agency specializing in private cultural tours, implemented e-learning to enhance staff's intercultural skills. The training focused on understanding international guests' diverse cultural backgrounds and expectations, as well as communication techniques for multilingual guests (English, French, Japanese). |
|                             |                                                           | <b>Results</b>                          | Guides became more adept at adjusting their narratives and communication style to meet the needs of guests from different cultural contexts. This led to a more engaging and respectful experience for international tourists.                                                                                                                        |
|                             |                                                           | <b>Comments / Feedback / Visibility</b> | Tourists shared positive reviews on WeChat and Instagram, often noting how the guides provided insightful explanations while respecting cultural differences. The guides' ability to bridge cultural gaps led to highly favorable reviews and social media engagement.                                                                                |

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| <b>Intercultural Skills</b> | <b>Sunrise Surf School (Small Surf School in Bali)</b> | <b>Procedure</b>                        | Sunrise Surf School in Bali offers e-learning modules for instructors and front-line staff, focusing on cross-cultural communication, managing group dynamics with international guests, and understanding the expectations of tourists from different cultures. The training is especially important as the school attracts guests from Europe, Asia, and Australia. |
|                             |                                                        | <b>Results</b>                          | Instructors became more adaptable to the needs of international tourists, resulting in better customer satisfaction and a higher level of engagement in classes. Staff were also more adept at handling language barriers and communicating effectively with guests from various backgrounds.                                                                         |
|                             |                                                        | <b>Comments / Feedback / Visibility</b> | Guests on social media praised the school for its instructors' professionalism and friendliness. Many posts shared on Instagram tagged the school, mentioning how the surf instructors were able to cater to their specific cultural preferences, making them feel more comfortable and at ease during lessons.                                                       |

## Other Countries

|                     |                                                            |                                         |                                                                                                                                                                                                                                                                                                  |
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| <b>Green Skills</b> | <b>The Green Leaf Inn (Bed &amp; Breakfast in Canada)</b>  | <b>Procedure</b>                        | A small B&B in Canada adopted an online training platform for its housekeeping and front-desk staff. The e-learning program covered topics such as hospitality standards, sustainability practices (eco-friendly services), and health & safety protocols.                                       |
|                     |                                                            | <b>Results</b>                          | Following the training, guests noticed a marked improvement in the cleanliness of rooms, attention to sustainability, and overall hospitality. Positive feedback increased, and guest reviews frequently mentioned the "spotless rooms" and "attention to detail."                               |
|                     |                                                            | <b>Comments / Feedback / Visibility</b> | On Instagram, guests posted about their experiences, tagging the inn for its "green initiatives" and "incredible service." Many guests commented on the inn's commitment to environmental sustainability, a direct result of staff training on green practices.                                  |
| <b>Green Skills</b> | <b>The Rustic Lodge (Small Eco-Lodge in Costa Rica)</b>    | <b>Procedure</b>                        | The Rustic Lodge, an eco-lodge in Costa Rica, used e-learning to train staff on sustainability practices, guest interaction, and eco-friendly hospitality. The platform included interactive modules about the local environment and biodiversity, along with customer service skills.           |
|                     |                                                            | <b>Results</b>                          | The lodge received positive social media attention for its eco-conscious approach and the friendliness of its staff. The staff's knowledge of local flora and fauna was highlighted in guest reviews, along with their ability to share engaging stories about the lodge's conservation efforts. |
|                     |                                                            | <b>Comments / Feedback / Visibility</b> | Guests on Instagram and Facebook shared how the lodge's staff made their stay memorable by providing valuable information about local ecosystems. Many guests tagged the lodge with comments such as "best eco-tourism experience" and "friendly staff with tons of local knowledge."            |
| <b>Green Skills</b> | <b>Green Eco-Tours (Small Tour Operator in Costa Rica)</b> | <b>Procedure</b>                        | This small eco-tourism agency in Costa Rica used e-learning to train staff on environmental conservation, responsible tourism practices, and eco-friendly tour guiding.                                                                                                                          |
|                     |                                                            | <b>Comments / Feedback / Visibility</b> | Guests posted on Instagram, highlighting the eco-friendly approach and the guides' insightful, respectful knowledge of local wildlife, crediting the agency's staff for being well-trained in sustainable practices.                                                                             |

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| <b>Green Skills</b> | <b>The Eco-Explorer Lodge (Small Lodge in Costa Rica)</b> | <b>Procedure</b>                        | The Eco-Explorer Lodge, focusing on eco-tourism, developed an e-learning curriculum for staff on the importance of biodiversity conservation and engaging with guests on sustainable travel practices. The training also included modules on eco-certifications and green certifications recognized in the industry.                   |
|                     |                                                           | <b>Comments / Feedback / Visibility</b> | Travelers often shared posts on Instagram, tagging the lodge in their pictures of the lush surroundings and highlighting the sustainable features of the lodge. Many noted how the lodge's commitment to conservation was clearly communicated by the staff.                                                                           |
| <b>Green Skills</b> | <b>Rainforest Lodge (Costa Rica)</b>                      | <b>Procedure</b>                        | A lodge in Costa Rica focused on eco-tourism developed an e-learning program to train employees on green practices, environmental education, and sustainability. They also offered modules on providing exceptional service to eco-conscious tourists.                                                                                 |
|                     |                                                           | <b>Comments / Feedback / Visibility</b> | Guests on Instagram tagged the lodge for its eco-friendly amenities, praising staff for their knowledge of local conservation efforts and highlighting the lodge's role in preserving the rainforest.                                                                                                                                  |
| <b>Green Skills</b> | <b>Ecoventura (Small Eco-Tourism Agency in Ecuador)</b>   | <b>Procedure</b>                        | Ecoventura, a small eco-tourism agency in Ecuador, uses e-learning to train its staff on environmental conservation, local biodiversity, and sustainable travel practices. The online training modules teach staff about reducing plastic use, supporting local conservation efforts, and educating tourists on sustainable practices. |
|                     |                                                           | <b>Results</b>                          | The agency's tour guides became more knowledgeable about local ecosystems and communicated these values effectively to tourists, which resulted in more positive reviews and an increase in repeat business.                                                                                                                           |
|                     |                                                           | <b>Comments / Feedback / Visibility</b> | Tourists shared their experiences on Instagram, tagging Ecoventura for its educational approach to conservation. Several guests praised the staff for their deep knowledge of local wildlife and environmental issues, which led to increased brand awareness on social media.                                                         |

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| <b>Green Skills</b> | <b>Eco-Cabins Retreat<br/>(Small Eco-Lodge in New Zealand)</b> | <b>Procedure</b>                        | This eco-lodge offers a variety of e-learning modules to its staff to promote sustainability and eco-tourism practices. Staff undergo training on managing resources like water and electricity efficiently, minimizing waste, and communicating eco-friendly practices to guests. They also cover topics on eco-tourism certifications and sustainable food sourcing. |
|                     |                                                                | <b>Results</b>                          | The lodge saw increased guest satisfaction, with travelers particularly noting the sustainable features of the accommodation and the staff's enthusiasm in sharing eco-friendly practices.                                                                                                                                                                             |
|                     |                                                                | <b>Comments / Feedback / Visibility</b> | Guests frequently posted on social media about the eco-friendly design of the lodge and the helpfulness of the staff in explaining sustainable practices. On platforms like Instagram, they tagged the lodge with hashtags like #sustainabletravel and #ecotourism, enhancing the business's visibility.                                                               |

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| <b>Green Skills</b> | <b>Green Getaway Tours<br/>(Small Tour Operator in South Africa)</b> | <b>Procedure</b>                        | This small tour operator implemented e-learning to train guides and staff on responsible wildlife tourism and conservation efforts. The training includes modules on understanding local ecosystems, reducing the environmental footprint, and how to engage with guests on the importance of preserving natural habitats. |
|                     |                                                                      | <b>Results</b>                          | Staff became better equipped to provide educational experiences for tourists about wildlife conservation, which contributed to increased bookings and a rise in repeat customers who valued the company's commitment to sustainability.                                                                                    |
|                     |                                                                      | <b>Comments / Feedback / Visibility</b> | Many guests shared photos of their tours and praised the staff for their in-depth knowledge of local wildlife. The company's Facebook page and Instagram saw posts highlighting how the tours were both educational and respectful of the environment.                                                                     |

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| <b>Digital Skills</b> | <b>Skyline Adventure Tours<br/>(Small Tour Operator in Canada)</b> | <b>Procedure</b>                        | Skyline Adventure Tours, offering outdoor excursions such as hiking and kayaking, trained its employees via e-learning in digital tools for online booking systems, customer relationship management (CRM) software, and social media marketing. Training also included creating digital content (videos, blogs, and social media posts) to attract and engage new customers. |
|                       |                                                                    | <b>Results</b>                          | Staff became more skilled at using digital marketing tools and handling online bookings efficiently, leading to higher conversion rates from digital platforms and better customer retention.                                                                                                                                                                                 |
|                       |                                                                    | <b>Comments / Feedback / Visibility</b> | Social media engagement skyrocketed with customers sharing their adventure experiences, tagging the company, and posting about their seamless booking experience. Guests praised the company's active social media presence, which helped them make decisions about booking activities.                                                                                       |

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| <b>Intercultural Skills</b> | <b>Santiago Boutique Hotel (Small Hotel in Chile)</b> | <b>Procedure</b>                        | The Santiago Boutique Hotel implemented an e-learning program that focused on intercultural sensitivity and multilingual communication. The modules covered topics like understanding cultural differences, the importance of non-verbal communication, and handling multilingual guest requests effectively. The hotel also used the platform to teach staff basic phrases in several languages to help them communicate with international guests. |
|                             |                                                       | <b>Results</b>                          | : Staff were better equipped to handle guests from different cultural backgrounds, which enhanced the overall guest experience. Many visitors from around the world appreciated the staff's efforts to accommodate their needs and respected cultural norms.                                                                                                                                                                                         |
|                             |                                                       | <b>Comments / Feedback / Visibility</b> | Guests posted about their positive experiences on Facebook and TripAdvisor, noting how the staff made them feel at home, regardless of their nationality. Travelers from diverse countries shared photos of their stays and mentioned the hotel's exceptional service and attention to cultural nuances.                                                                                                                                             |

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| <b>Intercultural Skills</b> | <b>Mendoza Wine Tours (Small Tour Operator in Argentina)</b> | <b>Procedure</b>                        | Mendoza Wine Tours, a small company offering wine-tasting experiences, introduced e-learning for its staff to improve cultural knowledge and intercultural communication. The training focused on how to cater to international wine tourists, educating staff about diverse drinking cultures and preferences and teaching them how to handle cultural sensitivities regarding food and drink. |
|                             |                                                              | <b>Results</b>                          | The company saw an increase in bookings from international travelers, as staff were able to provide tailored experiences that resonated with cultural tastes. The staff's ability to educate guests about the local wine industry in a culturally sensitive manner enhanced the tours' value and appeal.                                                                                        |
|                             |                                                              | <b>Comments / Feedback / Visibility</b> | Guests shared their wine-tasting experiences on platforms like Facebook and Instagram, tagging Mendoza Wine Tours. They often highlighted the staff's ability to create an engaging and culturally respectful experience, which encouraged others to book the tours.                                                                                                                            |

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| <b>Intercultural Skills</b> | <b>The Backpacker Hostel (Australia)</b> | <b>Procedure</b>                        | A small hostel in Melbourne offers e-learning courses to staff focused on multicultural communication and working with digital nomad travelers. Modules include understanding diverse global work cultures, social etiquette, and language basics for common nationalities (e.g., English, Mandarin, Spanish). |
|                             |                                          | <b>Comments / Feedback / Visibility</b> | The hostel received praise on Facebook for its friendly, culturally aware staff, with many travelers sharing their positive experiences in communal spaces and recommending it for international backpackers.                                                                                                  |

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| <b>Intercultural Skills</b> | <b>La Belle Vie Bistro<br/>(Small Restaurant in the US)</b> | <b>Procedure</b>                        | La Belle Vie Bistro, a family-owned French restaurant, adopted an e-learning platform to train its front-of-house staff in customer service, upselling techniques, and handling dietary restrictions. They used short online modules that staff could complete during off-peak hours.                                  |
|                             |                                                             | <b>Results</b>                          | The restaurant saw increased customer satisfaction, with guests noting the knowledge and attentiveness of the servers. This led to improved ratings on platforms like Yelp and increased social media engagement.                                                                                                      |
|                             |                                                             | <b>Comments / Feedback / Visibility</b> | Many diners posted on Facebook and Instagram about the “incredible service” and how the waitstaff was able to provide excellent recommendations for food and wine pairings, crediting the training they received. This increased the restaurant’s visibility and reputation, especially in local social media circles. |

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| <b>Intercultural Skills</b> | <b>Casa Bella Boutique Hotel<br/>(Small Hotel in Mexico)</b> | <b>Procedure</b>                        | Casa Bella, a small boutique hotel in Mexico, used a mix of e-learning modules and virtual instructor-led training to improve its staff's communication skills, handling of guest requests, and knowledge of local attractions.                                                                    |
|                             |                                                              | <b>Results</b>                          | Guests reported feeling more welcomed and valued due to the staff's attentiveness and knowledge. The training led to faster response times and better guest interactions, directly impacting customer reviews.                                                                                     |
|                             |                                                              | <b>Comments / Feedback / Visibility</b> | The hotel’s Facebook page saw increased engagement, with visitors praising the “superb service” and “lovely local recommendations.” Guests shared their experiences, noting that the staff went above and beyond to make their stay enjoyable, which helped the hotel gain more online visibility. |