CULTVET

European Joint Qualification in Cultural Tourism

Joint Curriculum and Assessment Standards

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CultVET Project
Joint Qualification for Vocational Education and Training (VET) centres in the Field of Cultural Tourism

In recent years, cultural tourism is the spearhead of any efforts for the diversification of the tourism offer particularly to overcome the seasonality of the «sea and sun» model. However, human capital resources for an enterprise operating in the cultural tourism sector are in great need.

CultVET, a 2-year-long project, aims to contribute to the further growth of the tourism sector through the development of a European Joint Qualification for VET centres in the cultural tourism field, with a strong work-based component. The Joint Curriculum is realised through the close cooperation with stakeholders and companies from the sector, in order to identify the specific competencies that learners need to acquire.

The participants in the Joint Qualification will have the chance to be trained for a 3-month apprenticeship period through a joint curriculum based on the needs of the sector, collaborating with their colleagues in other countries and learning through their participation in a real work environment. Young people will be able to use their knowledge, skills and competencies obtained directly in the field and increase thus their employability while satisfying the skills needs of the sector.

Cultural tourism: new competencies for future generations of professionals

In CultVET project, the definition of a common qualification profile is defined and implemented in constant cooperation with local and national stakeholders of the Med Area. Partners organised more than 100 hours of focus groups in 4 countries, in order to identify the most relevant competencies required by the job market in the field of cultural tourism.

The starting point for the creation of the Qualification Profile is the European Hospitality and Tourism Skills Passport, created to overpass the mismatch between offer and demand in the Tourism Job Market at European level. According to EURES website:

"The hospitality and tourism sectors are by nature an environment where international experience, language skills and mobility are highly advantageous. However, as a jobseeker it can be difficult to explain and prove to employers what a specific role in another country meant in practice. At the same time, employers have trouble understanding what skills a potential employee has, just looking at their CV."

The European Skill Passport includes a list of 12 main skills, each of them divided in several sub-skills, able to cover all the fields of tourist sector and to support dialogue and cooperation between Vocational Educational Trainers, students, job-seekers and employers.

In CultVET, partners used the list to foster debate with local and national stakeholders and experts, selecting the following 5 fundamental areas of competence:

Competencies	Hours of in-class activities
1. *Understanding the concept of cultural and heritage tourism and its value* to consider cultural tourism as part of a cultural local system and to develop tools to integrate economic activities in local contexts	30
2. *Interfacing with customers and managing customers experience* to create and maintain, by adaptability and intercultural competencies, an effective communication with the customer to ensure the quality of their tourism experience	45
3. *Project Management for cultural tourism experiences* to ensure the proper implementation and development of a cultural tourism experience/activity/event, taking on account all involved parties (customers, staff, suppliers, etc.) and the specific goal of the event	70
4. *ICT and Technology for Cultural Tourism* to be able to choose and use the most common computer-based tools but also to know and to integrate visual arts, digital and interactive tools in the tourism experience	10
5. *Marketing and communication* to ensure the development of the cultural tourism activity and experience by identifying relevant audiences and target groups and conveying the offer	45

General description of the Joint Qualification Curriculum

The Tourism job market requires more and more young professionals able to combine sound knowledge and abilities with effective on-the-job training experiences. The aim of the course is to provide an updated vocational offer in the field of Cultural Tourism, integrating previous educational and work experiences within the framework of a Joint Qualification Profile.

The course is free of charge (it is financed by Erasmus+ Programme) and it is open to students having (or close to achieve) at least a Secondary School Diploma.

It will last 500 hours, divided in:
- 200 hours of in-class activities
- 300 hours of on-the-job-training (approx. 3 months)

The courses will be organised in Athens (Greece), Seville (Spain), Rome (Italy) and Nicosia (Cyprus). The course is available for 100 students, 25 from each country. Two students from each country, selected by their performances and motivation during the in-class activities, will be chosen to have the 3-months on-the-job-training abroad.

The in-class activities will be in English and in local language and they will be organised in accordance with the needs of the students.

The course will cover the 5 areas of competencies defined in the first part of CultVET project. At the end of every module, the acquired skills will be certified by a written and/or oral exam. At the end of the course, a final exam will allow students to obtain a European Professional Certification.

The in-class activities will start in October 2019.

Competence 1.
Understanding the concept of cultural and heritage tourism and its value

This area of competence will assure that participant students will consider cultural tourism as part of a cultural local system and they will develop tools to integrate tourist economic activities in local contexts. Students will be supported in improving their reflexivity and self-awareness concerning cultural tourism industry and its impacts on local contexts.

The modules are:

Modules	Hours
1.1. Understanding regional context	15
1.2. Regional cultural heritage	15

The Competence Evaluation is based on:
- 30% involvement and active learning
- 40% presentation of personal work
- 30% written exam (essay questions).

Methodology
Lessons will be partially frontal and partially organised as interactive debates on the ground of reading materials provided by the teacher or proposed by students themselves. Case study approach will be also used to focus on some specific examples of local resources and how they are or they can be part of the local offer in terms of cultural tourism.
Students will also visit museums and archaeological areas in order to get experience in the field.

Module 1.1 Understanding of regional context
This module will provide students with:
- fundamental notions related to the regional context and tangible and intangible heritage
- tools for collecting data concerning territorial characteristics and local resources for cultural tourism.
At the end of the module, students will be able to describe the local context in terms of cultural tangible and intangible resources and to understand the most significant trends in cultural tourism. They will also be able to understand the main economic, social and territorial trends of the area, in connection with the development of tourism. Furthermore, students will learn how to find data related to the main demographic, economic, territorial local peculiarities.
Reflexivity and self-awareness concerning cultural tourism industry and its impacts on local contexts will be reinforced.
The module will focus upon territorial analysis and local transformations and different types of tangible and intangible heritage in the area.
Concerning the former, the module will provide a general overview of main trends in local and regional development, taking into account social, economic and demographic changes and their connections with tourism. Special attention will be devoted to infrastructures that can support or inhibit tourism, including also immaterial infrastructures such as the availability and the quality of websites for cultural tourism. Secondly, the module will focus on several types of cultural heritage

in the region: art, history, food, landscapes and natural parks, traditions, attractive innovations. All the aspects will be analysed in their present features and potential results in terms of sustainable development of cultural tourism.

Module 1.2. Regional cultural heritage

The module will deal with:

- fundamental notions related to the regional context and tangible and intangible heritage;

- tools for collecting data concerning historical characteristics and local resources for cultural tourism.

At the end of the module, students will be able to describe the local context in terms of cultural tangible and intangible resources and to understand the most significant trends in cultural tourism. They will be also able to describe the history of a specific area briefly. Students will also learn how to find historical and tourist information related to the main museums, monuments and archeologic area.

The module will focus upon historical territorial analysis and different types of tangible and intangible heritage in the area.

Concerning the former, the module will provide a general overview of the history of the area, taking into account the main important art testimonies and their connections with tourism. Special attention will be devoted to infrastructures that can support or inhibit tourism, including also immaterial infrastructures such as the availability and the quality of websites for cultural tourism.

Secondly, the module will focus on several types of cultural heritage in the region: art, history, food, museums, theatres, traditions, attractive innovations. All the aspects will be analysed in their present features and potential results in terms of sustainable development of cultural tourism.

Competence 2.
Interfacing with customers and managing customers experience

Students will be trained in creating and maintaining an effective communication with the customer by adaptability and intercultural competencies in order to ensure the quality of their tourism experience.

The modules are:

Modules	Hours
2.1. Basic Principles of Communication and Interpersonal Communication	5
2.2. Communication Theories	12
2.3. Intercultural communication	8
2.4. Advanced skills in Communication	15
2.5. Technology and Communication	5

The Competence Evaluation is based on:
30% involvement and active learning
70% personal presentation with unexpected interactions

Methodology
The modules will be based on both frontal and interactive lessons, with a strong emphasis on practical exercises, teamwork and the use of multimedia materials. Students will also be asked to reflect upon and comment examples of effective/ineffective communicative situations.

Module 2.1. Basic Principles of Communication and Interpersonal Communication

Interpersonal communication is the process by which people exchange information, feelings, and meaning through verbal (the language, the linguistic register) and non-verbal messages (tones of voice, gestures, facial expressions, body language). Interpersonal Communication is the face-to-face communication, crucial for people working in Cultural Tourism sector.
The module will allow students to acquire acknowledgement of the power of interpersonal communication skills and how to improve them in their future working activities according to the basic principles of communication.

Module 2.2. Communication Theories

The module will deal with the fundamental Communication Theories, at the same time focusing on the reinforcement of participants' communicative skills. Participants will study verbal and non-verbal communication, Neuro-linguistic Programming approach (Morphological Analysis/ lexical Analysis, Syntax Analysis, Semantic Analysis, Discourse integration, Pragmatic Analysis), elements of communication psychology and persuasive communication. They will also be trained in defining and achieving their communicative goals, in understanding the mechanism of influence and socialisation and in improving their emotional intelligence, empathy, meta-cognition and problem-solving capabilities. They will also study the constructive criticism, the mechanisms of persuasion and how to manage conflictual situations through a negotiating and/or assertive style.
At the end of the module students will be able to:
- manage their verbal and para-verbal language (to control the volume of the voice and use accurately pauses and communicative styles)

- begin a positive relationship with the speaker (to create a confident mood and gain attention, avoiding conflicts and face them if they show up).

Module 2.3. Intercultural Communication

Education for intercultural communication is not just "training" for the accomplishment of specific tasks, but it has to be regarded as a form of education able to change people's mind-set and cultural frames and consequently, the overall society. To develop competencies in intercultural communication, students will have to pass three phases: awareness, knowledge and skills.

The former leads students to recognize that each of us is bearer of specific and peculiar "mind software", related to our context and different from others. Knowledge, a fundamental premise for actual interaction, is related to research and understanding of other cultures and their symbols, myths, heroes. In the end, the "skills" are grounded into the choice of the most effective communicative models able to avoid the conflicts potentially produced by cultural differences (including involuntary or accidental conflicts), fostering respect, curiosity and interest towards unattended solutions.

Intercultural communication embraces differences as a gift and an opportunity, for everyone. This attitude is the starting point for intercultural communication in a multicultural world: the comprehensive understanding of the contemporary societies supports the construction of deep and meaningful human relations. Openness and dialogue are the ground to understand a basic ontological truth: each of us is part of a large group.

Students will reflect upon these themes through examples, mental exercises and interactions, starting from their own experience and producing a durable change in their attitude towards others.

Module 2.4. Advanced Skills in Communication

Students will learn and improve their capabilities in:
- Public Speaking: how to use the word and the body; active listening; how to be prepared to communicate efficaciously; most common mistakes to avoid; stress management
- Visual communication and presentation skills: introduction to the creation of a presentation; how to show ideas and not simply slides; visual structure; how to think as a designer; presentation's elements; visual elements' management; how to interact with the presentation
- Storytelling: what a story is; how to build a story of Corporate storytelling; storytelling's rules; visual storytelling; tools for storytelling and visual storytelling.

At the end of the course, participants will be able to make a public speech, managing efficaciously the time and maximize the efficiency, as well as realize incisive presentations with different IT tools. Moreover, they will be trained in applying narrative techniques to create a persuasive story, also using visual story-telling tools.

Module 2.5. Technology and Communication

The module will include the study of the basic principle of Customer Relationship Management, and how to relate with customer on the ground of CRM. The course will also deal with the principles of customer loyalty and the use of CRM software, focusing on main CRM, ERP and Mobile solutions. At the end of the module, participants will be able to distinguish different kinds of CRM solutions and choose the best option and to apply the rules and the functions to use precisely a CRM software.

Competence 3.
Project Management for cultural tourism experience

This area of activities will enable participants to ensure the proper implementation and development of a cultural tourism experience, activity or event, taking into account all the involved parties (customers, staff, suppliers, etc.) and the specific goal of the event. This competence is divided into three main parts:
- planning a cultural tourism experience, activity or event;
- implementation;
- evaluation.

The modules are:

Modules	Hours
3.1. *Planning*: Understanding objectives and needs of target groups	7.5
3.2. Understanding local context and stakeholders	7.5
3.3. Introduction to budgeting	7.5
3.4. Design and planning	7.5
3.5. *Implementation*: Introduction to project management	5
3.6. Logistic Plan	5
3.7. Coordination Plan	5
3.8. Introduction to risk plan, health and safety	5
3.9. *Evaluation*: Financial report	10
3.10. Customer experience report	5
3.11. Stakeholders Management Evaluation	5

The Competence Evaluation is based on:
- 30% involvement and active learning
- 40% presentation of personal work
- 30% written exam

Methodology
The methodology will include frontal lessons together with lessons organised as interactive debates on the ground of reading materials provided by the teacher. The procedure will be based on active and collaborative learning. Teachers and students will have a dynamic relationship in class where teachers should lead the learning procedure but students should be active too. Through a "learning by doing" approach, classes will have presentations, exercises, role playing in the classroom, simulations data mining and analysis, paper writing and presentations.

Module 3.1. Understanding objectives and needs of target groups
The A to Z of event management is, above all, being in a position to identify the needs and preferences of your target groups and then set the appropriate objectives for the event you are organizing. Therefore, deciding what, why, when, where, by who and how an event or project will take place are the most important steps for organizing a successful cultural activity.
The international literature has identified different types of visitors and has linked their preferences based on their purpose/motive to travel. Being aware of the various types of cultural tourists, it will help you design and implement successful events that will address those needs and receive appreciation. In line with this logic, events of special interest, such as music, food and wine

festivals have also been created to address tailor-made needs of specific groups of cultural tourists.

This module will focus on the following topics:
- Identifying and setting the objectives of your cultural event
- Setting "SMART" objectives while organizing a cultural event
- Exploring the different characteristics/types of cultural tourists
- Exploring and matching the different needs/preferences for each category of cultural tourist.

Module 3.2. Understanding local context and stakeholders

Understanding the cultural resources of your community, the key players with which you have to collaborate as well as the expected impact of (cultural) tourism in your local area are important aspects that contribute to successful events, projects, initiatives.

Professionals wishing to organise an event should be aware of identifying the stakeholders relevant for their event. Stakeholders are key collaborators and play an important role in the realisation of an event. For this reason, conducting a list of steps to identify, manage and coordinate them is part of an effective event management.

In addition, topics such as the importance of seasonality and correct timing, networking with local and regional stakeholders, making strategic coalitions and collaborate with local actors and businesses, identifying the cultural resources and limitations of your area as well as understanding the profile of your visitors, are some dimensions that will help you set an effective strategy which will lead to successful events.

More in detail, the module will focus on the following topics:
- Stakeholder management when organizing events – stakeholders' categorization (internal-external, primary-secondary), steps for managing them effectively, tools, etc.
- Equipping with skills for being able to identify the different variables/parameters the influence the successful organisation of your event (e.g. particularities of your local area, infrastructure, seasonality, community resources, etc.)
- Employing strategies for identifying key players and providers of cultural tourism product in your area.

3.3. Introduction to budgeting

When people learn budgeting vocabulary and skills early, they are likely to be successful money managers. Budgeting is the act of creating and maintaining a plan to spend your money. Creating a plan allows you to calculate whether you will have enough money to do the things you need to do or would like to do in the future. Although maintaining a budget may seem tedious, it is a habit worth getting into, as it allows us to build wealth, avoid excessive spending and debt, and prepare for the unexpected. Good financial management skills require the ability to establish a budget and understand the trade-offs required to adhere to a budget. The need to improve financial skills and capacities is a challenge that impacts every event organising process.

The module will focus on the following issues and skills:
- Introduction to the events financial management and budgeting, including components affecting the development of an event budget, who is involved in the budget, local legislation (i.e. VAT in products, services, catering, culture & entertainment applicable taxes);
- Creating a budget, including the event budget period, the development of a budget form, sponsorship, creation of a detailed event budget summary and cost breakdown, estimation of revenues such as tickets, sales, rents and sponsorship;
- Payments management, including cash flow plan (booking confirmation payments and credit periods) and petty cash management.

3.4. Design and planning

Churchill use to say "plans are of little importance, but planning is essential". Planning is a procedure of preparation for action in order to be able to react in future challenges. Planning in its broadest sense is essentially the process of organizing the future in order to meet certain goals. Planning is a vision of the future in which the predominant role is played by the fact that almost always there are unpredictable factors that can be changed. Planning is also considered to be a process that will facilitate and support collaboration among members of a society to achieve the desired consensus

Planning is a preparation activity for action in dealing with various future situations . It represents a deliberate activity of an organization or society in general to develop an optimal strategy for future action in order to achieve the desired goals or to solve problems that are developed in different and complex contexts. The planning process and the process of exploring the future are interrelated. The product of the study of the future that is no other than the knowledge that can be used as an input for the planning process in order to arrive at decisions for implementation.

Competences amd skills to be achieved

- Knowledge of the historical development of project planning
- Knowledge of the steps of the project planning process
- Understanding of the meaning of a project's life cycle
- Apply best practices to develop competencies and skills in planning and controlling projects to ensure successful outcomes
- Learn how to monitor project activities and assess progress
- Understand how to build strong and effective teams and how to be an effective and successful leader

Detailed learning outcomes of the course:

- Historical development of project planning
- Basic steps of planning process
- Design of project planning
- Project planning life cycle

The course will provide a general introduction to project planning and design, it will give basic tools to students for analysisng and controlling the process. More precisely at the end of the course students will be able to plan and design a project, make its time schedule, find resources, monitor and communicate the project, work on Human Resources and understand the basic risks that their plan is facing.

3.5. Introduction to project management

Main purpose of this module is to give a general and clear understanding to the students of the basic concept of project management. Students will learn the definition of the procedure of project management as well as the way this has changed through the years. They will also understand the procedure and its key elements.

More precisely the basic competences and skills to be achieved are:

- Understanding the meaning of project planning
- Knowledge of the historical development of project planning

- Knowledge of the steps of the project planning process
- Understanding of the meaning of a project's life cycle
- Use of basic analytical tools
  - Feasibility analysis
  - Critical path Method
  - Time Management
  - Quality control
  - Resource allocation
- Apply best practices to develop competencies and skills in planning and controlling projects to ensure successful outcomes
- Learn how to monitor project activities and assess progress
- Understand how to build strong and effective teams and how to be an effective and successful leader

The detailed learning outcomes of the module are the following:

The module diagram:

- What is a project and what is project planning
- Feasibility analysis
- Critical Path Method
- How to manage a project
- Basic aspects of Leadership
- Project Leadership, Teamwork, and Dealing with Difficult People
- Time management
- Resource Allocation
- The project Planning-Monitoring-Controlling Cycle
- Quality Control
- Communication Management
- Human Resources Management
- Risk Management

3.6. Logistic Plan

In this introductory Logistics course, students will learn how to look ahead on all the technical and production details and most important methods and tools to successfully manage them, how to collaborate with suppliers and vendors.

Furthermore, students will be able to choose the best option that enables them to develop logistics networks, that minimize costs and risk and deliver high quality of customer service.

The contents of the course are:

- introduction to logistic plan (why we need a logistic plan and how to manage it)
- identifying the event facilities and services that needed to be set up (equipment, stage, lighting, props, sound equipment, visitors or/and participants services, the flow of visitors, etc.)

- selection and analysis of the venue, including developing a checklist for finding the most suitable event venue (venue key requirements - the range of potential venues available, access to the venue, audience's needs); venue preparation arrangements; the venue plan;
- supply, transport and distribution, including supply chain, planning the flow of material, goods, equipment and people;
- prioritization of the needs;
- Health and Safety plan (i.e. special power & utilities supplies, security, crew facilities, Catering, etc.);
- develop contracts; determine the obligations involved in supplying particular material (or item or services);
- developing a Logistics production schedule
- developing an Equipment received a form
- developing a communication contract list

3.7. Coordination Plan
The module deals with:
- fundamental notions related to Coordination
- tools for collecting data concerning cultural tourism
- how the participants can coordinate in the best way.
At the end of the module, students will be able to describe the ways of coordination, ways to coordinate the resources and to understand the most significant terms and rules in coordination. They will also be able to critically understand the main economic, social and territorial terms of coordination, in connection with cultural tourism. Students will also learn how to find data related to the main establishments locally and the participants in a coordination plan.
The module will focus upon two main topics:
- terms of coordination and the role of the participants,
- different types of coordination regarding the location factor.
The module will provide a general overview of the main trends in local and regional collaborators, taking into account their connections with tourism. Special attention will be devoted to infrastructures that can support the coordination in terms of cultural tourism, including also immaterial infrastructures such as the availability and the quality of websites and web-platforms. Secondly, the module will focus on several types of coordination and the institutions that can be involved in an area, so to evolve coordination in cultural tourism.

3.8. Introduction to risk plan, health and safety
The module is devoted to provide students with:
- fundamental notions related to risk management, health and safety
- tools for collecting data
- basic knowledge about health and safety issues
The module will focus upon risk management and health and safety regulations, taking into account social, economic and law changes and their connections with cultural tourism. Special attention will be devoted to infrastructures that can support theories and practices in risk management.
At the end of the module, students will be able to acknowledge what risk management is and the most significant terms and rules in health and safety. They will be also able to understand the main economic, social and territorial terms of risk management critically, in connection with cultural tourism. Students will also learn how to find data related to the module.

3.9. Financial Report

Through this module, the students will be able to understand and produce financial reports for the cultural activities implemented. At the end of this module, the student will be able to:
- Use an excel file
- Use financial report templates
- Use an effective system of filing and retrieve
- Evaluate the value for money (income expenses, profits etc.)
- Redesign the budget for future cultural activities

The module is not going to focus on the budgeting because this is covered in another part of the curriculum but on the financial reporting after the completion of a cultural activity. More specifically, the students in the framework of this module are going to cover the following aspects:

Use an excel file	- Be able to read and understand the information in a financial report on an excel file - Be able to complete information in an existing excel file - Be able to develop simple equations for purposes of financial report
Use financial report templates	- Recognise the value of using a template for the financial report - Recognise and use the financial report templates that are more adequate in each situation - Select financial report templates that suit better each project
Use an effective system for filing and retrieve	- Recognise good practices in filing and retrieve - Design a filing system that would allow the quick retrieve and checking of the financial documents
Evaluate the value for money	- Rethink the expenses occurred, the income made and the quality of the cultural event and reconsider the value of each expense
Redesign the Budget	- On the basis of the evaluation made in the framework of the previous step, redesign the budget in order to increase the value for money

3.10 Customer experience report

At the end of this module, students will learn methods to measure the degree of satisfaction of the participants in their cultural tourism offer. This is very important because on the basis of the customer experience report, it would be possible to redesign the cultural tourism offer and continuously improve its quality. In the framework of this module, the students are going to be able to:
- Use a variety of methods to collect feedback in a formal and informal way
- Design Customer Satisfaction Forms
- Analyse the qualitative and quantitative data
- Use feedback received from customers for corrective actions and in order to design/ plan future activities

More specifically, the students are going to be able to:

Use a variety of methods to collect feedback in a formal and informal way	Identify different methods for collecting feedback such as questionnaires, feedback through social media and travel applications etc.
Design Customer Satisfaction Forms	Be able to design a customer satisfaction form which has a set of a few simple but key questions in order to understand the positive or negative experience of the customers
Analyse the qualitative and quantitative data	Use simple methods of data analysis in order to analyse the customers feedback
Use feedback received from customers for corrective actions and in order to design/ plan future activities	Be able to use effectively the feedback received from the customers and incorporate changes in the next version of the cultural activity

3.11. Stakeholders Management Evaluation

Stakeholder management is a critical component in Project Management process. It is also an important factor to the successful delivery of any program or activity. Stakeholder is any individual person or organization that can affected by a program or they can affect the process of any program. Stakeholder engagement and stakeholder management are arguably the most important ingredients for successful project delivery

Competences and skills to be achieved:

The students by the end of this course will be able to:

- Identify stakeholders

- To make a stakeholders response startegy

- And finally to engange at an appropriate level each relevant with their project stakeholder.

- Understand how to build strong and effective teams and how to be an effective and successful leader

Detailed Learning Outcomes of the module:
- What is a stakeholder

- What is a stakeholder strategy?

- Stakeholder identification

- Stakeholders Analysis

- Prioritize the Stakeholders

- Analyze High Priority Stakeholders

- How to identify the culture of stakeholders, Communication, Negotiations and Decision Making

- How to effectively manage stakeholders

- Assess influence

- Understand their expectations

- Keep stakeholders involved and informed

Competence 4.
ICT and Technology for Cultural Tourism

This competence is highly transversal and the use of ICT tools is spread in each of the module of the course. However, it is important to check and strengthen the knowledge of the most common computer-based tools.

The modules are:

Modules	Hours
4.1. Productivity Applications	5
4.2. Social Media Management	5

Methodology
Laboratory activities and practical exercise.

The Competence Evaluation is based on:
50% participation and active learning
50% oral presentation

4.1. Productivity Applications

It is essential, in office work, to have a basic understanding and use of common productivity software. In a work regarding the cultural tourism, so strictly tied with production/ communication/ accountability and relationship with colleagues and customers, it is very important not to be "cut off" from common office instruments and procedures.

As every office environment is different, but common understanding of office productivity is required, the aim of the module is to make able the student to understand the common procedures between commercial and free productivity software suites, so to make the student able to adapt to any work environment.

4.2. Social Media Management

In the framework of cultural tourism, communication is very important, especially in a field in which less people get information through "paper" every day and more people get it through the internet (sites, social network, communication tools).

For this reason, to be a professional in cultural tourism means to have at least a basic understanding on "how to communicate" services, initiatives, events to customers through the most common tools today's technology can provide.

The competence comprehends an overview of the most common tools of "one-to-many" and "one-to-one" communication, targeted to professional, written, visual and mixed communication, with specific indications on how to start from zero.

This module will focus on the following topics:
- Overview of the main social media tools (Twitter, Instagram, Facebook, Linkedin)
- Creation of a business account
- Target analysis
- Posting
- Monitoring your posts and improve your communication.

Competence 5.
Marketing and Communication

These modules will ensure the development of the cultural tourism activity and experience, by identifying relevant audiences and target groups and conveying the offer. The purpose of this course is to introduce students in the Marketing area, applied mainly to cultural tourism.

The marketing process involves analysing the environment, market opportunities, setting marketing objectives, selecting a target market strategy, developing the marketing mix (product, place, promotion, price), implementing the marketing strategy, and evaluating the results. A marketing-oriented organization focuses on satisfying customer wants and needs while meeting organizational objectives.

The modules are:

Modules	Hours
5.1. Introduction: Marketing and Cultural Tourism	5
5.2. Service Characteristics of Tourism Marketing	5
5.3. Marketing Analysis and Decision Making	10
5.4. The Seven "Ps" of Cultural Tourism Marketing	10
5.5. Plan a Media Strategy	15

The Competence Evaluation is based on:
60% Attendance, participation and teamwork
20% In-class test
20% Assignment (individual and teamwork)

Methodology
The learning methodology will be based on the pedagogical principles of active and collaborative learning. Thus, students will be actors of their own learning process and class sessions will alternate lectures and practical sessions and exhibition of student work from case studies, text analysis, information research, preparing presentations, paper presentations, etc.

Module 5.1. Introduction: Marketing and Cultural Tourism

By completing this module, students should be able to understand the relationships between the world's hospitality and travel industry, the relevance of customer orientation in marketing, the concept of the lifetime value of a customer, and customer's loyalty and retention. They will also be able to understand marketing and the reasons for companies to use it, the ever-changing environment for tourist firms and how they can use marketing to adapt and develop new products.

This module will be mainly focus on the following topics:
- What is Cultural Tourism Marketing?
- How to understand the marketplace and customer needs
- How to design a customer-driven marketing strategy
- How to prepare a marketing plan building profitable customer relationships.

Module 5.2. Service Characteristics of Tourism Marketing

Students will study the relationships between customer value and satisfaction and they will focus upon the marketing's customer oriented attitude, leading and organizing marketing activities.

After the completion of this module, students are expected to be able to properly describe Service Culture and to identify the four service characteristics that affect the marketing of a cultural product. Moreover, they will be able to Explain marketing strategies that are useful in the cultural tourism market and to define the fundamental aspects of a communication plan and strategies (through social media and websites). They will also be able to deliver a campaign using defined distribution channels, identifying the most suitable IT tool to promote and advertise customers about the cultural tourism offer (social media, blog, forum).

Module 5.3. Marketing Analysis and Decision-Making

This module will be based mainly in introducing students to the world of research as an important tool to assess the information needs, to define the problem and the research objectives and to develop a research plan. Students will also learn how to interpret and report the findings.

Students will learn how to gain insights about the marketplace and customers, in the framework of marketing information systems. They will be able to outline the marketing research process, including defining the problem and research objectives, developing the research plan, implementing the research plan, and interpreting and reporting the findings, also understanding how companies analyse and use marketing information. At the core of the module there are data and information about market, the context and the tourism opportunities related to sites, events and destinations. Students will also be trained in communicating the characteristics of tourist offer according to cultural understanding and sensitivity of targeted customers.

Module 5.4. The seven Ps of Cultural Tourism Management

The module deals with customer interaction and customer co-production as fundamental elements when designing a (cultural and tourist) product. Students will understand branding and the condition that support branding and the development of new products. The module will focus also upon the nature of distribution channels. During this module the students will learn how to
- define the term product, including the core, facilitating, supporting, and augmented product:
- outline the internal and external factor that affects the pricing strategy;
- use the internet as a distribution channel.

Module 5.5. Plan a Media Strategy

The module focuses upon planning techniques in marketing and services and to plan a media strategy for the target groups identified, using the proper marketing mix. Students will also gain a comprehensive knowledge of communication tools to guide and add value to the tourism experience.

The definition of a media strategy will include all the most relevant aspects, such as:
- the delivery of a campaign using defined distribution channels;
- the use of proper IT tools for promotion and advertising;
- the cooperation with clients and designers for branding;
- the cooperation with local and regional tourism stakeholders, local commercial activities, schools, businesses, LEAs, voluntary/outreach/community groups and other local organizations;
- the production of posters, souvenirs, catalogues and sales brochures and also guides and other marketing literature;
- the management of budgets for media strategies, including orders of new brochures and promotional materials if needed;
- the analysis of statistical information about the destination
- the evaluation of the impact of promotion campaigns.