

# Single Market Programme (SMP)

SMP-2023-TOURSME

Transitioning to a more sustainable and resilient ecosystem –  
empowering tourism SMEs



## Milestone 7

### Methodology for all 5 training modules

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## List of Abbreviations

European Commission	EC
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Partnership Agreement	PA
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## Project Partners



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## 1 THE INSPIRES TRAIN THE TRAINER PROGRAMME

The tourism sector is undergoing a twin transition, driven by the need for digital transformation and sustainability. The Transition Pathway for Tourism is an EU level strategic framework created through a co-creation process with hundreds of tourism stakeholders. It outlines the actions, reforms, investments, and collaborations needed to modernize the tourism ecosystem after the shock of COVID19 and in line with the EU's green and digital ambitions. In short, the Transition Pathway is the EU's blueprint for future-proofing tourism, - making it sustainable, innovative, competitive, and better prepared for future disruptions.

The transition Pathway a shared EU framework that each country and region adapts to its own tourism realities. The EU provides the direction, but implementation happens locally, through coordinated action by governments, destinations, and businesses. The TTP content has been designed so that the information and examples can be adapted into a specific country or region. The trainers can later implement best practices and case examples that are region specific therefore the material is editable.

TTP programme contributes to the European transition pathway for tourism topic 8: green transition of tourism companies and SMEs, topic 16: support for digitalisation of tourism SMEs and destinations and topic 20: awareness raising on changes in tourism demand and the opportunities of twin transition for tourism.

Tourism SMEs face significant challenges in keeping up with this rapid change. Therefore, the INSPIRES Train-the-Trainer Programme (TTP) supports tourism stakeholders in becoming multipliers in disseminating topical knowledge on sustainability and digitalisation for tourism SMEs. It gives them tools to support these SMEs, as their success is essential for the overall resilience of the tourism sector.

The INSPIRES Train the Trainer programme (from now on INSPIRES TTP) aims to strengthen regional expertise in the tourism sector. Through a multi-phase training process, selected stakeholders are trained to deliver educational modules to local SMEs as multipliers. The content focuses on current themes in tourism, such as risk management and resilience, circular and regenerative tourism, diversity and inclusion, emerging technologies and Smart tourism.

THE INPIRES TTP model expands the training capacity of trainers and supports them in training other relevant stakeholders, mainly SMEs. By using this model, these trainers receive a compact training programme with the guidelines and content to instruct others.

What do trainers get?

- Knowledge on current topics related to resilience, sustainability and digitalisation in tourism with best practices to contribute to the European transition pathway for tourism - a plan to guide the sector towards a more sustainable and digitally advanced future.
- Necessary resources and support in passing this knowledge on to the tourism sector, empowering SMEs to make use of digital and sustainable transformation methods and tools.
- Possibility for continuous learning and access to an online platform with training materials and hands-on guidance on using the materials in SME trainings. All training materials are open access and available on this platform for further use.

INSPIRES TTP promotes peer-to-peer learning, for example between multipliers, i.e., trainers, and SMEs as programme participants. Also, multipliers acting as trainers, for example DMO personnel, understand well the operating environment, culture and potential roadblocks the SMEs may encounter when developing their business in their region or country. Therefore, they can adapt their training to fit the relevant context.

## 2 DESIGN PROCESS

INSPIRES contains 4 large types of activities which are linked and support one another. Co-creation to co-implementation by the following components:

- Best Practice collection and evaluation
- **Train the trainer: Training for key stakeholders to become multipliers**
- Tailored SME capacity building
- Financial support for tourism SMEs, co-developing and co-implementing resilient economies
- Raise awareness and help SMEs to communicate their efforts on resilience practices.

Train the trainer programme is developed and designed during 2025. The first round of training the selected multipliers will be kicked off in late 2025. The TRAIN the TRAINER programme is coordinated by the Lapland University of Applied Sciences and co-developed with the project partners. The aim is to educate multipliers on green, digital and resilience innovations, based on the broadening of perspectives built on exchange of best practices in and co-developed by the SME partnerships in WP4/WP5. The compendium of best practices and lessons learnt in the participating tourism ecosystems will give an overview of the state

of the art in the participating ecosystems to have a clear view on what the starting point is in every ecosystem.

During 2025-2026 five training sessions are organised for key stakeholders to become multipliers. Training of the multipliers is organised by the experts from Lapland UAS. From each project region four multipliers have been recruited to take part in the train the trainer programme, which means that in total 24 multipliers are trained in TTP content and methods. After the training, the role of the multiplier is to facilitate the training sessions for local SMEs. They act as the session leaders, disseminate knowledge and facilitate classroom discussions, encourage participation and support SMEs learning process. WP4 leader will distribute the knowledge-base in SME trainings in selected topics.

After each train the trainer session, feedback is collected from all the participants, both multipliers and SMEs. The programme content and process are developed further based on this feedback after piloting. At the end of the project, the online platform and material will be open access.

The TTP will undergo an evaluation and updating during 2026. In this evaluation process the feedback from multipliers and project partners will be key resource for the updating the program material. Lapland UAS is responsible for quality assurance.

Link to the SME Capacity building, we will follow the training courses that are used at the local level. Multipliers will disseminate solution-orientated, pragmatic knowledge by coaching, consulting and training tourism SMEs within their local ecosystems. They can utilize the material produced as part of TTP.

### **3 STRUCTURE AND CONTENT**

#### **3.1 Structure of the Programme**

Train the trainer programme is built on an online platform. All the training material is collected in one place, easily accessible by multipliers and other stakeholders. The online platform is open access and easy to use. The materials are available during and after the project. Please, see the copyright licences for each material separately.

Lapland UAS WordPress was chosen for the train the trainer programme online platform. Users do not need usernames or passwords for access. All the material such as trainer's guides, lesson slides, links to external sources, and best practices can be downloaded to the platform. Lapland UAS experts are able to modify and develop the content when/if needed. The materials have been translated to all the partner languages.

### 3.2 Content

Content of the INSPIRES train the trainer programme was designed based on the project aim, initiatives and content. Train the trainer programme consists of five different training modules. These topics are inline with the EU Tourism Transition Pathway supporting green and digital transformation.

The topics of the training modules are:

1. Risk management and resilience
2. Circular tourism
3. Regenerative tourism
4. Diversity and inclusion
5. Emerging technologies and Smart tourism

All the five modules consist of the following material:

1. Trainer's guide
2. Lessons with slide sets
3. Activities
4. Additional materials with links to external sources

Five Training sessions are organized online for the multipliers during November 2025 till February 2026. The multipliers will receive two pre-recorded videos or some other preliminary material before the online session. In each session, there is different methodology used such as foresight, case studies, system thinking, co-creation and testing. The purpose is to provide methods and tool for the multipliers so they can later facilitate these trainings for the SMEs in the regional level.

INSPIRES Train the trainer program online platform: [Trainings – Resilient Tourism Programme.](#)

### 3.3 Expected outcomes

24 multipliers are trained during the first round of the INSPIRES Train the Trainer Programme. Multipliers represent all partner countries. After the trainings organized by the Lapland UAS the multipliers distribute the knowledge to local level and train the SMEs.

The online platform will stay open and will be managed by the Lapland UAS. It will be updated during 2026. After the project the online platform remains open access for all.

## 4 STAKEHOLDERS AND THEIR ROLES

### **INSPIRES Project funded by the EU**

Funder and enabler of the train the trainers' programme SMP-COSME-2023-TOURSME.

### **Lapland University of Applied Sciences**

Coordinator of the train the trainers programme. Lapland UAS commits to develop and modify the programme content if needed. Lapland UAS manages the online platform where the content is distributed.

### **Project partners**

Partner organisations are the City of Bremerhaven, Tourism Province of Antwerp, Lapland University of Applied Sciences, Chamber of Commerce and Industry Vratsa (CIVRAC), Chamber of Commerce Sevilla, Podkarpackie Wojewodztwo (POD), and European Cultural Tourism Network (ECTN). The partner organizations cover 6 European countries Germany, Bulgaria, Poland, Finland, Belgium and Spain.

### **Multipliers**

In total, 24 key tourism stakeholders as participants of the 'train the trainer' sessions from each partner region. The multipliers can be business developers, educators, project managers, DMO representatives, regional developers etc..

These 24 trained experts play a central role in the programme:

- Participate in online and in-person training sessions
- Learn both the content and effective training techniques
- Act as trainers for local SMEs
- Support local SMEs in applying the content to their operations.

### **Small and medium sized businesses (SMEs)**

Local SMEs are the primary beneficiaries for the project. The multipliers from the train the trainer programme will train the SMEs in the chosen topics. Local SMEs have access to the material and therefore can utilise it, for example, for their staff training purposes.

### **Other Stakeholders**

The online platform is available for all interested stakeholders. For example, tourism developers, educators, students or employees of tourism SMEs can access the TTP material in all partner languages.