



Transition Pathway for Tourism:

Expanding the community

Update on stakeholder pledges and commitments
published on 28 October 2022

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EXECUTIVE SUMMARY

The Commission published the [transition pathway for tourism](#) in February 2022, followed by an [online call for commitments](#). Stakeholders were invited to reflect and submit concrete pledges for action to become active members of the Together for EU Tourism community. The first published results on 28 June included 186 published pledges for action, and 112 organisations expressing their commitment to the transition pathway for tourism. This report summarises the status after the second round of commitments collection, reaching 260 concrete action pledges and 142 organisations. The collection for pledges continues, and the results will be regularly updated to the DG GROW website on [Commitments and pledges for the transition of EU tourism](#).

This note summarises the state-of-play after the summer season, on the set of pledges which were collected by mid-October. The publication combines all the received pledges into one expanding set of knowledge with concrete result-oriented actions to support the transition pathway. From this set of published submissions we can observe, for example:

- While regional administrations were the most common organisations on the first round, now there are equal or close to equal numbers of submissions also from NGOs, business associations. The largest share of new submissions comes from SMEs.
- While in the first round there were more organisations expressing only a general commitment rather than making concrete actionable pledges, now organisations with concrete actions and targets are in the majority.
- The most common topic area for pledges is still the development of comprehensive tourism strategies (topic 4). The second most common one is supporting the green transition of tourism companies and SMEs (Topic 8), holding the biggest share of new pledge submissions.
- In addition, supporting the digitalisation of SMEs and destinations received a significant share of new submissions, confirming the trend towards increasing actions to support and facilitate SMEs in their green and digital transitions and towards improved resilience.

Overall, all the pledges received in this second round better elaborate their actions and targets, learning from the examples and lessons of the first round of pledge collection. The pledge preparation process this time included bilateral feedback suggesting concrete areas for improvement for each of their pledges where needed. The interactions with the stakeholders during the pledge elaboration process have been particularly valuable in understanding the concrete types of ongoing activities, as well as for improving communication with different types of stakeholders.

Some stakeholders chose to improve or add pledges since their first publication, and several potential pledge proposals wait for clarifications before publishing. Interactions with the stakeholders show that describing a concrete planned action with a measurable target in written form is a new way of thinking for many, especially for smaller organisations. In the next months, the DG GROW tourism team will reach out bilaterally to those submitters who have the potential to refine their pledge proposals into concrete result-oriented actions for next publication round.

This short report summarises and illustrates interesting examples from the new submissions, and stakeholders are invited to study all the pledges published online. Reviewing the published examples of similar types of organisations can provide useful ideas for own action and help link with other actors in the same field of activity or similar geographical area for new collaborations. The DG GROW tourism team will work on developing stakeholder interaction opportunities to facilitate peer exchanges, learning and synergies between ongoing activities demonstrated by these pledges.

The collection of pledges and commitments continues. All stakeholders are invited to respond to the [online call for pledges and commitments](#), and next cut-off date will be in February 2023, to allow for pledge publication in March 2023. This will provide basis for assessing stakeholder engagement and concretely ongoing actions to support Transition pathway for Tourism one year after its publication, to be discussed in the European Tourism Day 2023.

INTRODUCTION

On 10 March 2020, the Commission adopted a new industrial strategy. The aim was to help EU industry lead the green and digital transformations and to boost the EU's global competitiveness and open strategic autonomy.¹ In light of the experience of the COVID-19 pandemic, the update of the EU industrial strategy in 2021² highlighted the need to further accelerate the green and digital transitions and increase the resilience of the EU industrial ecosystems. To do so, the Commission proposed launching transition pathways that are co-created with stakeholders, to help the transformation of industrial ecosystems. As the tourism ecosystem was the hardest hit by the pandemic and faces major challenges to achieve the twin transition, it was the first industrial ecosystem to start working on its transition pathway.

The co-creation process for the transition pathway for tourism was launched on 21 June 2021 with the publication of a staff working document³ on potential scenarios for the transition. At the same time, the Commission published a targeted stakeholder consultation to collect comments and contributions. The online consultation and the following 16 workshops and meetings with stakeholders involved over 260 stakeholders in the co-creation process. Several meetings were also organised with EU Member states experts, EU institutions, Commission policy services and the Industrial forum, to ensure that the transition pathway covered all relevant concerns and linkages with different policy areas. The objective was to be as open and inclusive as possible, and provide a comprehensive picture of tourism and its linkages to different sectors and actors, which need to be considered for the twin transition and improving resilience of the EU tourism ecosystem.

The resulting [transition pathway policy report](#)⁴ summarises key aspects of these discussions and formulates 70 concrete actions under 27 key topic areas. Figure 1 gives an overview of these topics under five key groups: Policy and regulation, Green transition, Digital transition, Skills and resilience, and Stakeholder support.

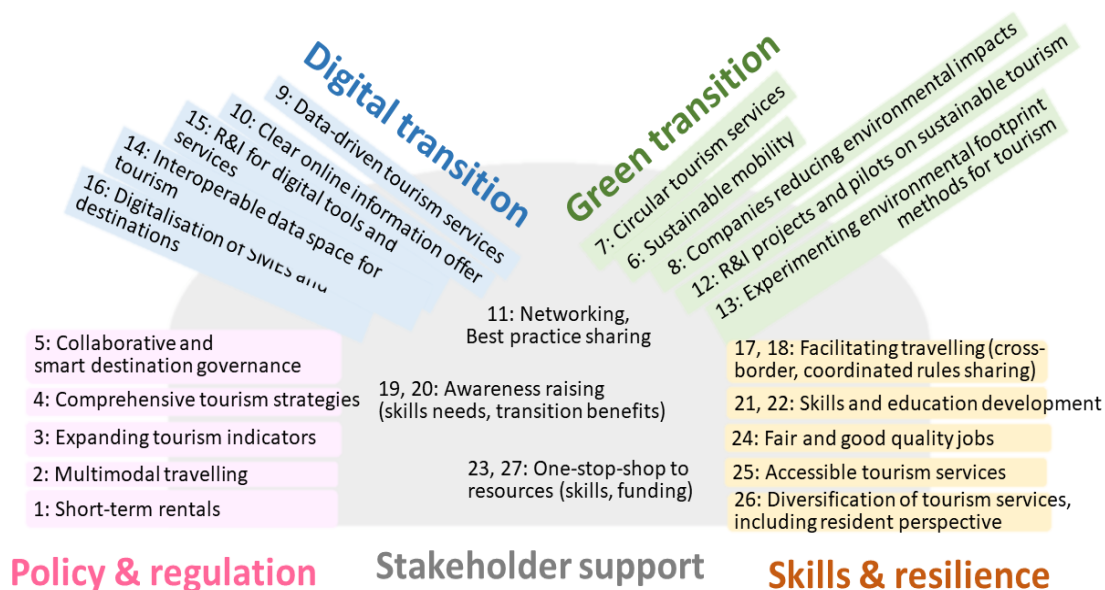


Figure 1: Overview on Transition Pathway for Tourism action topics

¹ [European industrial strategy | European Commission \(europa.eu\)](#)

² [COM\(2021\) 350 final](#)

³ [SWD \(2021\) 164 final](#)

⁴ [Available in 22 languages at EU Publications Office website](#)

Co-implementation as a follow-up of co-creation

The co-creation process with public and private EU stakeholders showed how crucial it is to work together to support the green and digital transition, recover from the pandemic and increase the long-term resilience and sustainability of the ecosystem. That is also the only possible way to put this work in action, encouraging and supporting co-ownership with collaboration structures and processes, which feed into the continuous support and regular assessment of the transition measures and targets.

The EU competences on tourism are on facilitating a favourable environment and supporting best practices exchange. Therefore, the key task for the Commission in the transition pathway co-implementation process is to support and facilitate stakeholders to take action, optimize synergies, collaborate and support each other.

After the publication of the transition pathway in February 2022, the stakeholders were invited to get engaged in the co-implementation by reflecting what concrete actions they could take and what targets they could set for their actions to support the objectives of the transition pathway. They were invited to submit pledges through an [online call for pledges and commitments](#) which remains continuously open, with cut-off dates for publication 2-3 times a year.

The follow-up of pledges and facilitating and monitoring the progress of the transition pathway will be supported by stakeholder working groups which will be set up to provide a bridge and communication mechanism between the overall stakeholder community and the Commission. These groups will follow different key dimensions of the transition pathway in a transparent manner, actively inviting inputs and sharing outputs with the broader stakeholder community. This work and the stakeholder community will be supported by an online platform, which will aim to provide integrated access to all relevant knowledge, resources, shared events and collaboration opportunities.

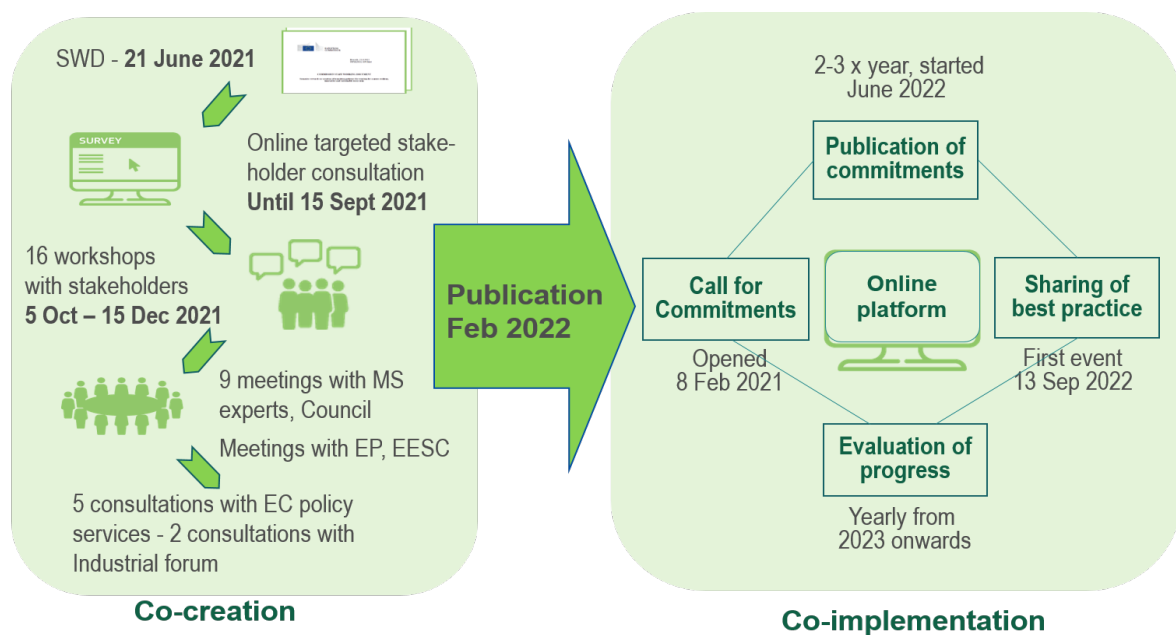


Figure 2: Transition pathway as a long-term continuous process

Pledges as tools for flexible and expanding co-implementation

The [Tourism transition pathway report](#) puts together actions and objectives that are broadly supported by stakeholders, but the implementation process must recognise that each of them operate in different contexts, have different starting points and priorities. This was often highlighted by the stakeholders during the co-creation phase. Therefore, the approach to transition pathway implementation recognises that there are no one-size-fits-all solutions, and that all actors need to be open to continuous innovation and adaptation.

Pledges are the tool for translating the theory into action, and for establishing actions that support the shared transition objectives in the most meaningful way for each actor concerned – therefore, they need to be defined by the actors themselves. By gathering and publishing such pledges, several objectives are supported:

- Providing evidence that EU tourism stakeholders are committed to the objectives of the transition pathway and taking concrete actions to this end;
- Demonstrating leadership, innovations and best practice in the tourism transition for peers and collaborators to follow;
- Helping to recognise key topics, groups of actors and regions with ongoing actions and where possible gaps remain, which need further attention;
- Supporting stakeholders to find collaborators and the Commission to help optimising and facilitating synergies between stakeholders, Member States, policy areas and initiatives;
- Providing information for assessing the progress of key activities in the tourism transition and on possible needs to refine priorities, objectives, and support mechanisms.

The objective is to publish received and well-elaborated pledges 2-3 times a year. This allows stakeholders to send in new pledges any time, or to modify their existing pledges if necessary to improve their clarity, amend with new information, or to adjust to changing circumstances. The collection of pledges, like the whole transition pathway co-implementation, is a long-term process where new members are invited to join, and regular stock-taking of the progress will take place.

Primarily, all stakeholders are invited to send concrete pledges for action with 1) a future-oriented action, 2) a measurable result and target date or frequency, and 3) a link with transition pathway. But since elaborating concrete pledges proved to be complicated in practice for many stakeholders, another publication list of “committed organisations” was also created, to reflect those organisations that have expressed general commitment to the transition pathway objectives but have not yet formulated concrete action pledges. Also these organisations are encouraged to develop concrete pledges with support provided by the DG GROW tourism team.

Objectives of this report

This report gives an update on the [pledges and commitments published on 28 October 2022](#), with focus on the new submissions after the first round of published pledges on 28 June 2022. The currently published set includes submissions from 142 organisations, and 260 action pledges (coming from 72 organisations). Many more pledge proposals have been received and DG GROW continues to work bilaterally with the stakeholders to help them clarify their pledges for publishing.

This short report has three key objectives:

- To demonstrate that the Together for EU Tourism community keeps expanding with new actors and an increased number of concrete action pledges;
- To highlight examples of interesting new elements and best practices recognised from the new additions to the pledge collection;
- To encourage new stakeholders to join the Together for EU Tourism (T4T) community by considering existing examples as possible actions for replication or collaboration, or as inspiration for creating their own meaningful way to contribute to the shared ambitions for future EU tourism.

After this introduction, the following two key sections summarise the current status and recent developments in the pledges and commitments collection. The first section presents an overview on organisations that have sent submissions. The second section presents examples from pledges for each key group of transition pathway topics. The next section draws lessons and summarises guidance on pledge preparation, and the report finishes with a short conclusion. Annex I presents the list of transition pathway topics as a reminder for the reader. Further information on these topics, their objectives, expected key actors and the transition context can be found in the [Transition pathway policy report](#).

OVERVIEW OF ORGANISATIONS WITH SUBMISSIONS

This section describes the currently published submissions from stakeholder organisations with or without concrete action pledges to contribute to the transition pathway objectives.

Altogether, the published list of organisations on 28 October 2022 includes 142 organisations from 23 EU Member States, the UK, Switzerland, Liechtenstein, Norway, Montenegro, Albania and Japan. Published and proposed pledges from countries outside the EU show their interest to collaborate with EU actors, support and link with the ambitions outlined in the Transition pathway for tourism, thereby recognising its relevance and also showing the potential impact of the EU example more broadly.

Figure 3 illustrates the distribution of these organisations, together with information on how many of them have also published pledges and how many organisations still are elaborating on or revising concrete action pledges.

Spain, Italy and Belgium show largest numbers of engaged stakeholder organisations. Spanish organisations are broadly distributed across different possible organisation types, many of them (9 out of 22) representing regional administrations or SMEs. Italian organisations are distributed across several types, with good representation of business associations. Most of the Belgian organisations (10 out of 15) are transnational NGOs or business associations with headquarters in Belgium with members in several EU Member States.

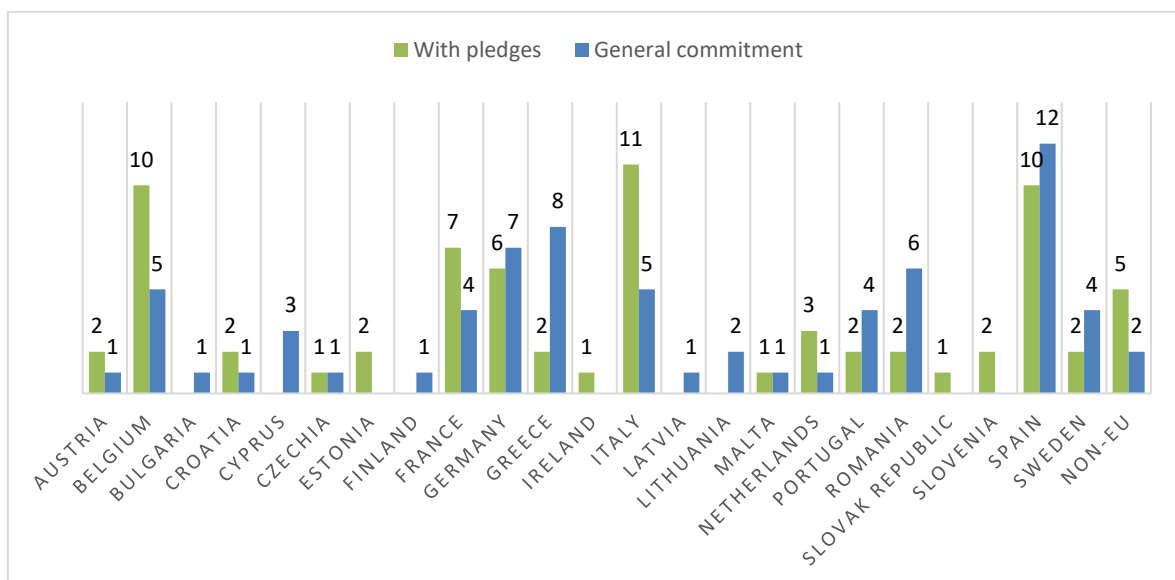


Figure 3: Number and origin of organisations that have submitted pledges and commitments

Figure 4 demonstrates how the published list of organisations includes several organisational types. The figure also shows how many organisations have published pledges (“yes”) or only general commitment without concrete action pledges (“no”). Public administrations at national and regional levels show active engagement with concrete pledges, as do NGOs and business associations. This second round collected several concrete pledges from SMEs and destination management organisations, balancing their lower participation in the first collection round. Overall, while effective outreach towards all actors remains a key issue, the development has been positive. More bilateral contacts could be targeted especially to increase participation of academic institutions, trade unions and consumer organisations in developing concrete pledges.

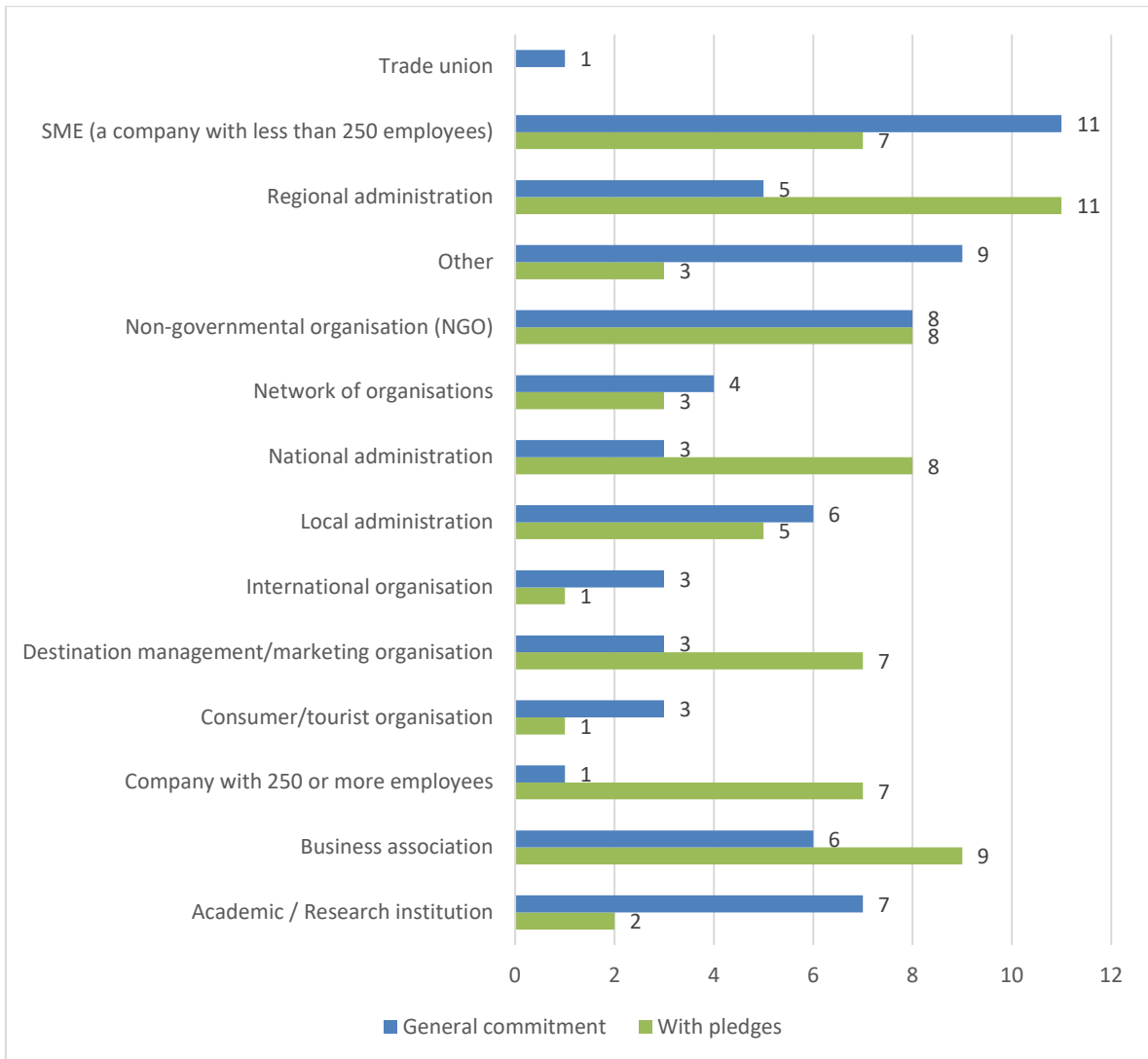


Figure 4: Types of organisations that have submitted pledges and commitments

SUMMARY OF PLEDGES

As described in the introduction, the published pledges do not represent all the submissions received, as many pledge proposals are still in the process of being further elaborated and clarified by the submitting organisations. The number of pledges received should not be considered for conclusive or statistical analysis of all activities taking place among the tourism actors. However, they provide interesting insights and excellent examples of leadership with concrete actions that different types of stakeholders can undertake to support the ambitions and identified action topics of the transition pathway for tourism.

Overview of pledges

In October 2022, there are 260 published pledges, addressing almost all transition pathway topics. Still, as was the case in the first round, two topics 13 (Experimenting environmental footprint methods) and 24 (fairness and equality in tourism jobs) do not have published pledges. The topic 13 proposes exploring product environmental footprint methods for tourism, which cannot be implemented by any stakeholder alone, as it must be a collaborative effort on European level. Topic 24 addresses attractiveness and fairness of tourism jobs. While the tourism ecosystem is currently facing serious problems with staff shortages, stakeholders would be very welcome to make and share concrete actionable pledges on how they plan to address the issue at their level, to improve their own situation and to show an example for others. Some pledge proposals are already in progress towards these objectives.

Figure 5 demonstrates that the most commonly published pledges are still presented under Topic 4 on developing tourism strategies, which consider economic, social and environmental sustainability. From the new pledge submissions, a significant part focused on Topic 8 (supporting SMEs in green transition) and Topic 16 (supporting SMEs in digital transition). This is a very good trend, as SMEs form 99.8% of the tourism ecosystem actors⁵ and play therefore the key role for putting green and digital transitions in practice.

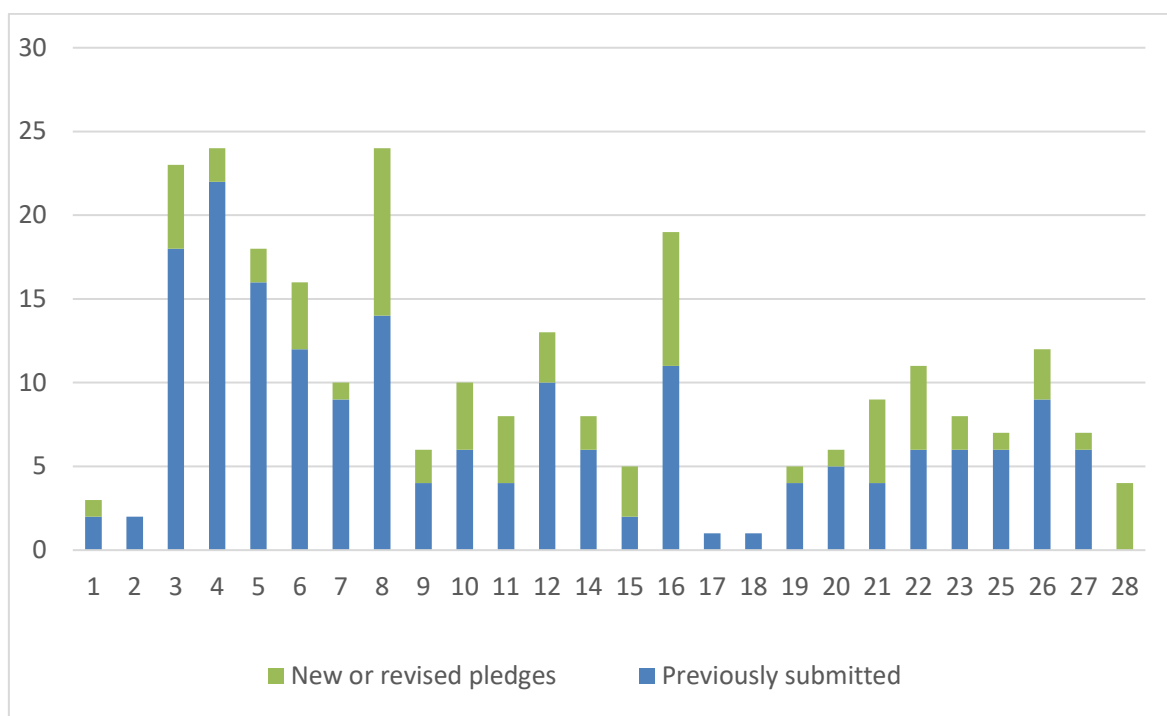


Figure 5: Published pledges by Transition pathway topic number

⁵ Based on Annual Single Market Report 2021, SWD(2021) 351 final, p. 176.

As a new feature in the second pledge collection round, the stakeholders also had a possibility to propose a pledge on an “other topic”, marked as number 28. This option was introduced after learning that several stakeholders had difficulties with placing their planned action under defined transition pathway topics. During bilateral exchanges, many pledge proposals, which were originally proposed under “other topic” were finally placed under already identified transition pathway action areas, but some interesting ideas remained under this topic such as:

- Actively engaging tourism customers in making sustainable choices and compensating non-avoidable emissions through verified offset schemes (FairAway Travel)
- Including tourism as a specific aspect in regional strategy for sustainable development (Regione Liguria)
- Destination level programme and partnership with concrete targets for green and sustainable society in an archipelago area (Lofoten Islands)
- Digitalising natural and cultural heritage for tourism and cultural industries (Arctur)

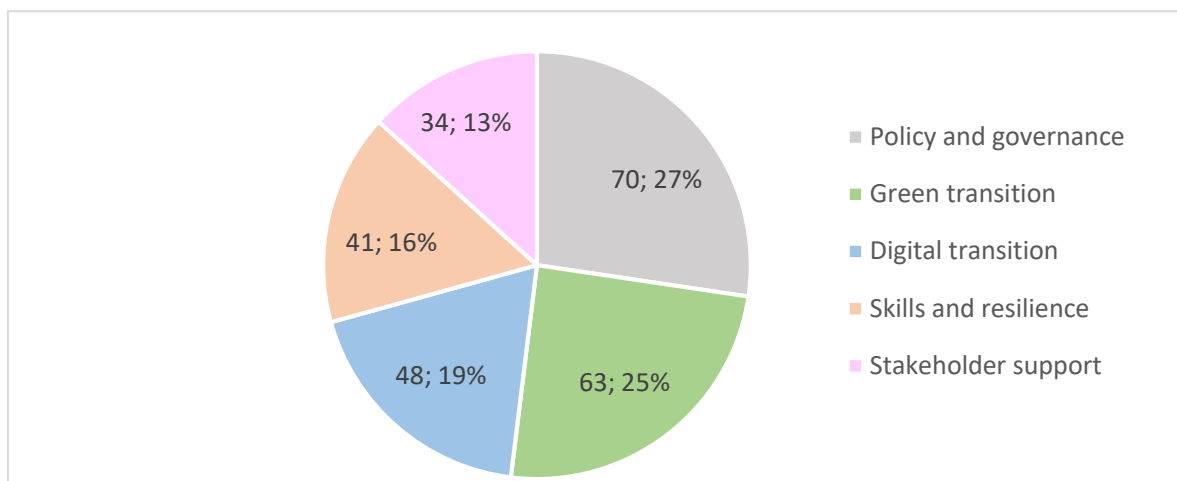


Figure 6: Pledges published under topics 1-27 under key transition pathway dimensions

When looking at the pledges from topics 1-27 and placing them under the key groups illustrated in Figure 1, Figure 6 illustrates how the first three groups have been balancing their shares since the first publication round. Policy and governance still holds the largest share (70 pledges which is 27% of all published pledges), but pledges on green and digital transition have increased in numbers and shares. Now there are 63 pledges (25%) under green transition topics and 48 pledges (19%) under digital transition. And as mentioned above, also the pledges under “other topic” contribute to green and digital transition.

The following sections will give some more information and examples of newly published pledges in all these key areas.

Policy and governance

Altogether 70 pledges were published relating to this group, which is composed of:

- Topic 1: Fair measures for Short-Term Rentals (STR)
- Topic 2: Regulatory support for improved multimodal travelling
- Topic 3: Improving statistics and indicators for tourism
- Topic 4: Comprehensive tourism strategies development or update
- Topic 5: Collaborative local destination governance

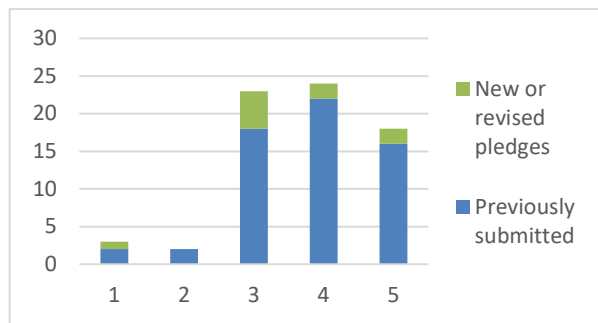


Figure 7: Published pledges on policy and governance

As demonstrated by Figure 7, the most common pledge addresses the development or systematic follow-up of comprehensive tourism strategies, which pay attention to economic, social and environmental sustainability. Most of the new pledges are targeting improving statistics and indicators of tourism, which has been a key concern among the stakeholders. While most actors making these pledges are public organisations, many new additions to this group of pledges came also from SMEs and business associations.

Some observations from the newly published pledges include:

- Business associations can play a key role to support their members and specific sectors with supportive actions, such as HOTREC for STR measures development and Österreichische Hoteliervereinigung (OeHV) for aiming to develop a hotel benchmark system in Austria.
- Several actors are committed to developing tourism indicators, especially linking with sustainability and publishing them regularly online (ISPRA, Ministry of Transport and Industry in Slovak Republic, UNWTO – see box). These are important advances to be shared with the broader EU tourism stakeholder community and will contribute to the tourism data space with open datasets and replicable measurement approaches.
- Measurements for tourism sustainability are not only relevant for public decision-making but also for service providers and consumers. They can be used both for increasing customer awareness of sustainability options and impacts, and for following the services impact on company level (FairAway – see box).
- National actors keep creating and publishing strategic guidelines and concrete action plans well aligned with Transition pathway for tourism (Italian Ministry of Tourism – see box).
- Several types of actors are actively supporting DMOs to develop collaborative and sustainable management models through partnerships (HYVÄ Coaching & Consulting), guidelines and recommendations (UNWTO).

Example box 1: UNWTO

Committed to unleashing the full power of data while leaving no one behind, UNWTO pledges to improve its statistical data management practices so that people can better discover, access and share the data they need. A concrete action towards this will be to improve the reporting cycle to have 3 published updates per year, starting from year 2023. We will also expand the number of indicators compiled to monitor the role of tourism in the Sustainable Development Goals (SDGs) by end of the year 2022, with all data to be made available in a more user-friendly, accessible online format at <https://www.unwto.org/tourismstatistics-database>

Example box 3: Italian ministry of tourism

The Italian Ministry of Tourism is developing a Strategic Plan for Tourism 2023-27. This document contains policies related to five main areas of action in line with European and international guidelines: governance, sustainability, digital transition, quality and accessibility, skills development. The document features detailed guidelines and concrete steps to reach shared targets at national level. The Strategic Plan will be published by the end of 2022.

Example box 4: FairAway Travel

Implementation of impact measurement framework by early 2023 and use it to inform all our travellers with a scoresheet with indicators relating to their trip on: 1) Scope 1-3 CO2 emissions, 2) socio-economic benefits 3) comparison of negative and positive effects. We will also use these scoresheets as internal management tool to track progress towards sustainability goals.

We encourage travel in shoulder and low season for more regular local income throughout the year and aim to run 30% off tours outside of high season.

Already implemented: Only vegetarian/ vegan meal options at team events.

Example box 2: Ministry of Transport and Construction / Tourism Section, Slovak Republic

Once a year we will monitor, and publish on the national tourism dashboard, social, environmental, and economic indicators for Slovakia, such as:

Social indicators:

1. Tourist satisfaction - Specific Survey focused on foreign visitors mapping % tourists satisfied
2. Pressure – Number of beds per 100 residents, Tourism Intensity (Number of tourists overnight stays per 100 residents per day), Tourism Density (Number of tourists overnight stays per day per km²)

Economic indicators:

1. Regional Dispersion (Bednights in top 5 destinations)
2. Seasonality Rate – All (Foreign and domestic) tourists bednights in all forms of paid accommodation establishments, Gini Coefficient (
3. Economic Benefits - Avg. spend of domestic and foreign tourist per person/per night in €, Average length of stay of tourists in all forms of paid accommodation establishments
4. Employment - Tourism Employment/Total Employment (%)

Environmental indicators:

1. Carbon footprint - Tons of CO₂ generated by Accommodation and service activities, Travel agency, tour operator and other reservation service and related activities, and Air transport

Green transition

Altogether 63 pledges were published relating to this group, which is composed of:

- Topic 6: Sustainable mobility
- Topic 7: Circularity of hospitality industry
- Topic 8: Green transition of tourism companies and SMEs
- Topic 12: R&I and pilots on circular and climate friendly tourism
- Topic 13: Appropriation of PEF and OEF methodology and development of support tools for tourism ecosystem

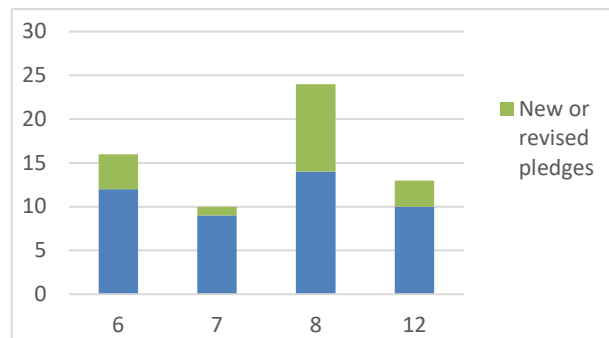


Figure 8: Published pledges on green transition

The previously quite even distribution of pledges under this area is now weighing mostly towards Topic 8 on putting in practice the green transition of tourism companies and SMEs. Overall, most of the new published pledges to this area come from the private sector, SMEs, large companies and business associations. As mentioned above, there are no published pledges regarding topic 13 on environmental footprint methods. This is an area where specific support and coordination is currently considered to be launched to initiate stakeholder cooperation on exploring the usefulness of environmental footprint methods to justify green claims and reduce the variety of labels in tourism products and services.

Some observations from the newly published pledges include:

- Travel agencies and organisers can have an important impact on sustainable mobility by making it easily available for their customers (DER Touristik).
- The pledge collection includes now a first concrete pledge from airline to reduce their environmental impact (Ryanair – see box).
- Several types of organisations are setting concrete reduction targets for their own environmental impacts (Universidad de Las Palmas, DER Touristik Group – see box) and informing on their follow-up transparently (FairAway travel)
- Business associations can facilitate the green transition of their members by actively supporting them with guidelines and best practices (Österreichische Hoteliervereinigung (OeHV)), concrete tools (Unioncamere) with concrete targets.
- Several SMEs are implementing actions with which they support also other SMEs to develop their skills and capacities, and concretely get engaged with green transition (Univations, X23 SRL, HYVÄ Coaching & Consulting).
- Registering to EMAS⁶ can be a key tool to support ensuring and following sustainability of SME activities (EcoMarine Malta).
- Concrete strategies on the destination level can also introduce ambitious targets for the local SMEs in their sustainability transition (Destination Lofoten – see box).
- Social enterprises can innovatively combine scientific engagement, educational aspects and tourism to sustainable nature activities (EcoMarine Malta).
- Pledges confirm that stakeholders benefit from R&I collaborations as tools to develop sustainable and smart approaches for tourism (Timis County Council, HYVÄ Coaching & Consulting).

⁶ [EMAS – Environment - European Commission](#) – SME corner

Example box 5: Ryanair

"12.5% Sustainable Aviation Fuel by 2030"

The use of sustainable aviation fuel ("SAF") is key to decarbonise the industry in the short to medium term. SAF can deliver significant CO₂ emissions savings and is a promising technology to pursue the achievement of the EU Green Deal's objectives. For these reasons, Ryanair committed to an industry-leading 12.5% SAF use in 2030. In April 2022, we announced a partnership with Neste, a SAF supplier, to power approx. one third of our flights at Amsterdam Airport Schiphol (AMS) with a 40% SAF blend. This SAF will reduce greenhouse gas emissions by over 60%, supporting Ryanair's Pathway to Net Zero by 2050 decarbonisation goals. Ryanair has already significantly advanced this commitment by partnering with Trinity College Dublin to open the Ryanair Sustainable Aviation Research Centre, which was launched in April 2021. It is composed by 11 engineers and scientists focused on researching SAF, zero carbon aircraft propulsion systems and noise mapping for low-noise aircraft fleets.

"Target of 60g CO₂ pax/km by 2030"

We're the No.1 EU airline for traffic, yet we rank fifth in terms of CO₂ emissions. What this means is that we carry almost four times the passengers as the No.6 airline while producing similar levels of CO₂ emissions. We want to keep improving our performances, and are committed to reducing emission intensity by 10% from pre-pandemic levels (66g CO₂ pax/km) to 60g CO₂ pax/km by 2030.

Example box 7: DER Touristik Group GmbH

Since 2018, DER Touristik has set itself the goal to reduce the food waste in the kitchen, in the buffet and in the guest plates. In order to lead by example, DER Touristik will reduce in all managed and own hotels the food waste by 15 % by 2025.

And also in the field of plastics, DER Touristik wants to set itself goals in order to create valuable resources protection:

(1) Plastic elimination: Single-use plastic products for which there are alternatives from other materials will be 100 % eliminated

(2) Extended producer responsibility until 2023: Manufacturers will be charged at the cost of cleaning, transport and disposal of food containers, foils, plastic bottles, cups, plastic bags, wet wipes, balloons involved; However, we are still waiting for the exceptions in the Hygiene & HACCP Guidelines and country specific regulations

(3) Strengthening recycling: By 2025, beverage bottles will have a 25 % binding share of recycled plastics, by 2030 they should consist of at least 30 % of recycled plastic.

Information to the public: On a number of products, manufacturers should inform about the negative impact of improper disposal and point to reusable systems. These include: Food containers, foils, cups, tobacco products, wet wipes, hygiene products, balloons, light plastic bags.

(4) Separate collection for beverage bottles: By 2025, at least 77 % will be collected separately, from 2029 90 %

(5) Product Requirements: By 2024, lids should be fixed to beverage bottles

Example box 6: Destination Lofoten (Norway)

60% of tourism companies in Lofoten will have their own climate accounting by the end of 2023 and a climate budget by 01.01.2024.

Green house gas emissions from the local tourism industry in Lofoten will be reduced by 60% by 2030.

Digital transition

Altogether 48 pledges were published relating to topics:

- Topic 9: Data-driven tourism services
- Topic 10: Improve the availability of information on tourism offer online
- Topic 14: Technical implementation for tourism data space
- Topic 15: R&I for digital tools and services in tourism
- Topic 16: Support for digitalisation of tourism SMEs and destinations

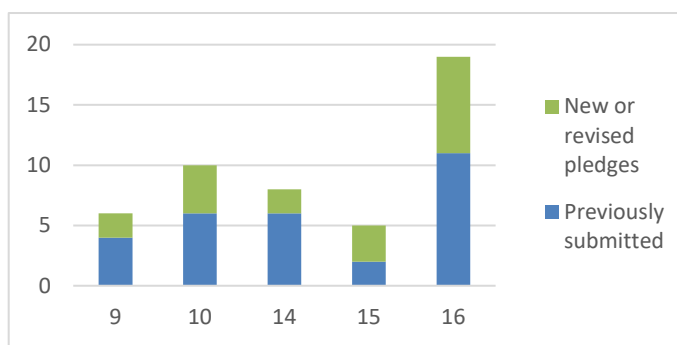


Figure 9: Published pledges on digital transition

This was the area with most new and revised pledges, submitted by SMEs in particular. Many of the pledges concern digital tools and services as enablers for more sustainable, diversified and better personalised tourism services, as well as for destination management and development. Often the support for digital transition is considered linked with the development of digital skills for SMEs and destinations.

Some observations from the newly published pledges include:

- There are innovative SMEs, which provide tools that have already successful use cases and can support data availability and data-driven decision making for destination management organisations and steer tourist flows to avoid overcrowding (Arctur, SmartGuide).
- Several pledges support improving trustworthy sustainability related information of tourism services (EcoMarine Malta, DER Touristik Group), targeting specific segments (Ministry of Transport and Construction, Slovak Republic), and innovative online information tools which can be reachable for any destination, tour designer or tourist, even for free (SmartGuide – see box).
- Ongoing work on digital transition in tourism is supported under existing funding programmes, such as Single Market Programme (Universidad de Las Palmas de Gran Canaria. Emotur Lab), and Digital Europe Programme (Arctur). The organisation can make their pledges on their specific contribution to the collaborative project and with commitment to take the project results into concrete action with its partners after the project (Arctur – see box).
- Several pledges support both basic and digital skills of tourism SMEs, based on their needs assessment (UNWTO, Unioncamere, Arctur), also supporting their R&I capacities by linking tourism SMEs with technological companies and concrete assistance on use of applied digital technologies (Universidad de las Palmas. Emotur Lab. X23 Srl – see box).
- On national level, destination management organisations can provide key support for digital information availability of tourism offer, providing consultancy and supporting knowledge sharing and best practice exchange between tourism organisations (Ministry of Transport and Construction, Slovak Republic).

Example box 10: SmartGuide (excerpt of the pledge)

The information on tourism offers is now scattered across outdated paper media and many blogs and destination websites. Most travelers today use Google Maps or a similar application to find their way, but these lack interesting travel content. There is an abundance of interesting travel content on various blogs and websites, but these lack geolocation and are really hard to use on the go when exploring a destination.

SmartGuide pledges to provide digital travel content that combines geolocation and navigation with exciting local content in one product optimized to use on the go.

... [extract of text – see full pledge online] ...

Unlike traditional guides (such as Lonely Planet), SmartGuide pledges to leverage the whole community to create guides that cater to tourists and locals with different interests. For example, more than 10 diverse public and private sector authors already contributed to the Prague guide, ranging from tourism boards, museums, campus, tour guides, event organizers and tour operator.

SmartGuide covers over 600 destinations and aims to cover over 7,000 user-generated guides by 2025. That includes many small/rural destinations or attractions. For example in the Czech Republic, there are already more than 150 destination guides providing deeper understanding of the must-see places and inspiring domestic and international tourists to discover exciting places that they would not otherwise notice.

Example box 8: Arctur (excerpt of a pledge)

Arctur`s Tourism 4.0 is a partner in two Digital Europe projects:

- i) Dates - data spaces for tourism (duration 12 months)
- ii) 5D Culture - data spaces for heritage projects (24 months)

... [extract of text – see full pledge online] ...

Arctur itself is leading the Tourism 4.0 initiative with 200+ international partners. One of the T4.0 Innovations is Tourism 4.0 Core - a semantically organised data storage, where applications store their data. It includes tools for search and merging of data and supports secure exchange of enriched data between stakeholders. Use of joint data catalogue enables discovery, search, understanding and increases trust in data. T4.0 Core supports sustainable development of services and products, improves interaction of stakeholders in development, and increases added value of services. More: <https://tourism4-0.org/core/>

Target for 2023: Actively contribute with the Tourism 4.0 knowledge to the development of the EU Code of Conduct for digital data sharing.

Target for 2025: The tourism 4.0 ecosystem (of 200+ partners) will use the agreed EU Code of Conduct for digital data sharing in the tourism data space.

Example box 9: X23 Srl

At present we are implementing a digital transformation programme targeting tourism SMEs and tourism startup specifically, in order to support them in the digital transition and to make the most of digital technologies applied to the tourism sector. The programme is a smooth combination of capacity building activities specifically targeting AI, IoT, AR/VR, big data with a view to provide basic and strategic knowledge to the companies. The programme will also provide financial support to the tourism SMEs in order to support the digital transition. Overall we expect to involve more than 240 tourism SMEs.

Skills and Resilience

Altogether 41 pledges were published relating to this group, including:

- Topic 17: Seamless cross-border travelling
- Topic 18: Coordinated management and updated information on travelling
- Topic 21: Educational organisations to engage in developing and renewing tourism education
- Topic 22: Pact for skills in tourism
- Topic 24: Fairness and equality in tourism jobs
- Topic 25: Enhancing accessible tourism services
- Topic 26: Tourism services for visitors and residents alike

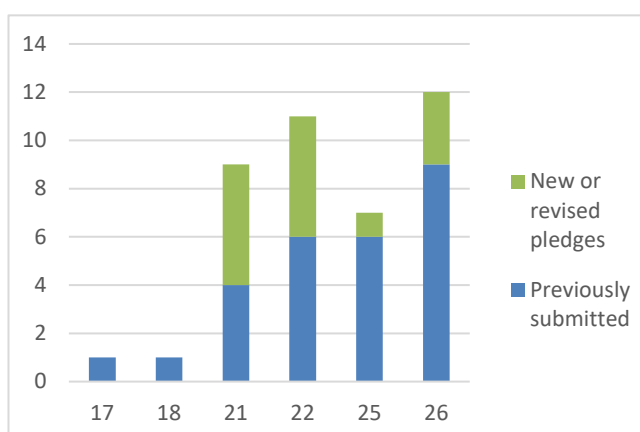


Figure 10: Published pledges on skills and resilience

As demonstrated by Figure 10, most of the new pledges focus on skills development, often linking with the actions and objectives of the [Pact for Skills for tourism](#). As mentioned previously, there are currently no published pledges for topic 24, while staff shortages are a truly pressing issue for the tourism ecosystem. This is a key area where actions and leadership from stakeholders would be important, to show how tourism jobs can become attractive especially for the younger generation expecting flexibility and encouragement in their jobs and careers, and how tourism companies and decision makers are investing in the well-being of the tourism workforce. However, some of the measures introduced under other topics also contribute to jobs and employment in tourism, and new pertinent pledge proposals are already in process.

Some observations from the newly published pledges include:

- Several types of actors are already actively engaged in developing and improving tourism education for the future together with vocational institutions, including SMEs (Univations GmbH), regional governments (Regional Government of Extremadura – see box), and universities (Universidad de las Palmas).
- International actors support developing tourism skills globally and also for European actors (UNWTO, UNESCO chair on Tourism and Sustainable Economic Development at University of Las Palmas of Gran Canaria).
- Pledges are also targeting young learners, collaborating with schools (EcoMarine Malta, Universidad de Las Palmas) and organising innovation events (EcoMarine Malta).
- Business associations can have a key role as a multiplier and engager of their members in the Pact for Skills implementation (HOTREC – see box), or concretely providing trainings for the workforce in their sector (Österreichische Hoteliervereinigung (OeHV)).
- Regional authorities can take supportive actions for tourism jobs by dedicating resources to support lengthening seasonal employment periods (Regione Liguria).
- NGOs dedicated to specific causes (such as accessibility) can provide key contributions to the tourism ecosystem by mobilising and sharing their expertise for tourism actors, making available best practices, providing training and exchange events as well as following the development of accessible tourism offer (European Network for Accessible Tourism (ENAT) asbl – see box).
- SMEs can provide concrete contributions to diversification of tourism offer by making available tools for local actors interested in sharing their knowledge (SmartGuide) and contribute to creating interesting services and experiences available across the seasons both for locals and residents (SmartGuide, EcoMarine Malta).

Example box 11: Regional Government of Extremadura

Extremadura is committed, through a Professional Training Plan for Tourism and Hospitality, to improving the skills of people actively seeking employment in the tourism and hospitality sector in Extremadura. To achieve this aim, by 2023, there will be offered in Vocational Training Schools in the region: 480 places for proving knowledge in Tourism Marketing; 510 places for proving knowledge in Sustainability; 1,605 places for proving knowledge in Quality and Professionalization; 210 places for proving knowledge in Innovation Domain and 400 places for proving knowledge in Technology Domain.

Example box 12: HOTREC

On 31 January 2022, the tourism industry, with the support of the European Commission, launched the Pact for Skills for the Tourism sector. HOTREC co-signed the Pact. Some of the objectives include improving and extending the skills of the tourism workforce through high-quality vocational education; training and re/upskilling; raising awareness of training opportunities in all tourism services; detecting new skills needs at an early stage.

HOTREC commits to raising awareness of this initiative among all members (47 national associations spread in 36 different countries), and to collecting the interest of the associations willing to engage.

HOTREC also actively participates in the meetings organised by the initiative supporters, to further expand the Partnership and sharing practices developed at the national level. We will continue exchanging experiences with our social partner, EFFAT, on the Pact for Skills, as well as on apprenticeship schemes developed at the national level, during the Sectoral Social Dialogue meetings organised three times a year.

Example box 13: European Network for Accessible Tourism (ENAT)

1) concrete actions for upcoming years

- Ongoing provision of the ENAT open platform at www.accessibletourism.org with:
 - Database of Projects and Good Practices in Accessible and Inclusive Tourism
 - eLearning resources for tourism sector vocational education and training and Continuing Professional Development
 - Continuous dissemination of European and global News and Events relevant to Accessible and Inclusive Tourism
 - Networking opportunities for the tourism sector through ENAT events and social media channels
- Implementation of ongoing EU-funded projects with ENAT Participation in COSME, Horizon 2020, Horizon Europe, ERASMUS+ and other programmes (2022 to 2025)
- Further development of The Accessible Tourism Directory (www.pantou.org), initially funded by EC DG GROW, with enhanced B2B and B2C features and integration of a user community.
- Best Practice Exchange Groups on 1) Best Practices, 2) National/Regional/DMO Policies and Practices and 3) Skills Development and Inclusion in the Workplace (see below).

2) measurable targets to help following the implementation of the action

- 100% increase in the number of published best practices in the ENAT Accessible Tourism database from 2022 to 2025
- Organisation of minimum 6 networking/training events per year for the tourism sector
- Annual Report on "Accessible Tourism actions in support of the Transition Pathway for Tourism" (2022 to 2025).
- Re-launch of the www.pantou.org website with enhanced features and user community. Target date to be set within 2023.
- Establishment of 3 Best Practice Exchange Groups in cooperation with ENAT members and partners by Spring 2023.

Stakeholder support

Altogether 34 pledges were published relating to this group, including:

- Topic 11: Easily accessible best practices, peer learning and networking for SMEs
- Topic 19: Awareness raising on skills needs for twin transition in tourism
- Topic 20: Awareness raising on changes in tourism demand and the opportunities of twin transition for tourism
- Topic 23: One-stop-shop for learning opportunities for tourism SMEs
- Topic 27: Support visibility of funding opportunities for tourism actors

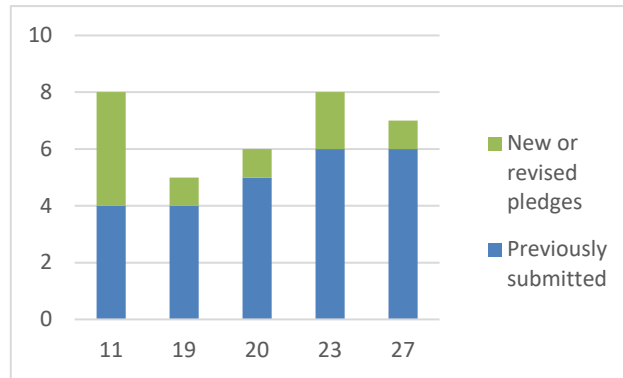


Figure 11: Published pledges relating to stakeholder support

Most of the new pledges in this area are targeted for supporting sharing best practices, peer learning and networking for SMEs. These aspects were also addressed in the context of pledges under some previous topics, especially on collaborative governance (topic 5), green transition of SMEs (Topic 8) and digital transition of SMEs and destinations (Topic 16). While in the previous round there were no pledges published from companies or academic organisations, this time there are several concrete action pledges submitted and published by SMEs, academic organisations, as well as network organisations.

Some observations from the newly published pledges include:

- In addition to their own business activities, SMEs can also be catalysts for change and transition, for example by organising training sessions on sustainability and resilience for collaboration partners (FairAway Travel) or responsible nature-watching activities for tourists, schools and other tour operators (EcoMarine Malta).
- Stakeholders in the EU candidate countries are also supporting the objectives and actions of the EU transition pathway (HYVÄ Coaching & Consulting – see box). This supports their capacities to collaborate with EU tourism actors and develop their own tourism ecosystem in a sustainable and resilient manner.
- Networks on destination and city marketing/managing organisations can be key actors for awareness raising on the demand and opportunities for green and digital transition in tourism across small and large destinations (Destinatie Nederland – see box).
- Business associations are key actors for supporting consultation and matchmaking between tourism companies and potential collaborators for transformation based on their specific needs in the local contexts (Unioncamere – see box).
- Private research centers can also be important actors in developing and sharing knowledge, providing training and supporting with their expertise capacity building and innovation development for SMEs (X23 Srl).

Example box 16: HYVÄ Coaching & Consulting

- 1) Together with the partners, implement Balkan Green (www.balkan.green), educate and support the destinations and businesses to use the existing and new digital platforms. From today's viewpoint, the objective could be to have reached a minimum of 50 destinations and 100 businesses with education and support activities by 2025. N.B. We might tweak these numbers as the regional collaboration evolves!
- 2) Keep all Montenegro's destinations informed of recent and relevant best practices in our dedicated Slack group (started May 2021), with updates at least 1x every month.
- 3) Continue with the Travel Massive networking and organise educational events (online, on site and hybrid) in Montenegro (started 2017, by Oct 2022 there were 19) for tourism companies and destinations at least 4x a year.
- 4) Support international education to reach Western Balkan tourism stakeholders, private and public, at least 1 x a year, by supporting the organisation and programming of educational-experiential events – the 1st one taking place 14-16 November 2022 in Tivat - #TTTT22 – Tivat Tourism Think Tank – Regeneration for the Region that is planned to become a yearly returning event.

Example box 15: Destinatie Nederland

Destinatie Nederland is a network with 62 destination and citymarketing organisations in the Netherlands. Together we work on the transformation towards sustainable tourism. We organise online knowledge sessions and co-creation projects in the field of sustainability, digital development, data & insights, human skill development and the development of destinations.

In 2022 we organise a program "DMO's and the Sustainable Development Goals" to arise awareness and give guidance. Participation in this program is free for professionals working at DMO's and CMO's in the Netherlands. We aim to have 20 participants per meeting. In 2023 we will organise 35 meetings with an average of 10 to 35 participants per meeting. Members of our network can participate for free.

Example box 14: Unioncamere

Unioncamere, through Dintec, is committed to the creation of a platform called Matching Impresa Ricerca – MIR, that will allow companies "meet" and be profiled by the Chambers of Commerce, to be accompanied to more targeted consulting services, and activated, through a platform, which bridges collaboration channels between the PID network (PID - Punto impresa digitale) of the Chambers of Commerce and the main research institutions that have joined the initiative. The initiative is not exclusively targeted to tourism SMEs. Thanks to the platform, the Chambers of Commerce will help companies to whose transformation needs will directly respond all the departments of the CNR and ENEA (the two main Italian research institutions) through their research teams that will take charge of the SMEs' demands.

The tools are the starting point of activities aimed at supporting digitalisation of SMEs in the tourism ecosystem. Their use is not finalised at awareness raising but rather as an initial assessment to implement further tailored support.

We plan to extend participation to the platform to other laboratories and research institutions, and universities in Italy. The platform will be in testing end of 2022 and is scheduled for launch in 2023. In the pilot phase expected impact is difficult to assess and usually redefined using data a year from launch. With current information, we expect to support for tailored counselling at least 15 companies in the tourism sector to be involved by 2025 and 65 by 2030.

LESSONS LEARNT AND GUIDELINES FOR PREPARING PLEDGES

After two rounds of pledge collections and interactions with stakeholders, there is now more knowledge on key challenges and potential improvements to the approach and the process.

Typical concerns of stakeholders on preparing pledges

Some organisations have expressed uncertainty about submitting pledges to the transition pathway for tourism, due to specific concerns or questions. Below a list of clarifications to typical concerns:

- Submitting a pledge does not create a legally binding obligation. These are voluntary commitments and the target reflects the ambition that the stakeholder sets for their own action, in order to help themselves follow whether they are progressing as planned.
- The pledge follow-up will not require submitting formal evidence. The pledge follow-up modalities will be defined in collaboration with the upcoming stakeholder working groups, but unnecessary administrative burden will be avoided and the follow-up approach will be based on the information voluntarily shared by the stakeholders.
- The pledge does not necessarily need to be a new action. If an organisation has an existing strategic engagement with an ambitious concrete target for the future and a clear contribution to transition pathway objectives, it can be reported as a pledge that contributes to the T4T community activities.
- The pledges do not need to reflect all activities of the organisation. Some stakeholders have had concerns about demonstrating all their work areas with pledges. The objective is to collect examples of well-defined key actions, which do not need to reflect the breadth of all the activities of an organisation. It is perfectly acceptable to have only one key pledge by an organisation.
- Pledges may contribute to several topics. One action can link with several transition pathway topics, but do not need to be submitted as a separate pledge for all of them. Each action should be introduced only once under the topic it most strongly contributes to, to avoid duplication in the overall collection of pledges.
- Pledges can repeat a commitment that also links to other actions, such as the Glasgow Declaration⁷, the One Planet network⁸, Destination 2050⁹, or the Pact for Skills in Tourism¹⁰. There is no conflict of interest to provide as a transition pathway pledge an activity that is also part of supporting other related initiatives. The difference often lies in that the Transition pathway pledges should describe a concrete action with a measurable target for the organisation, while many other initiatives only outline collective targets. Transition pathway pledges aim to translate the theory into action by asking the organisation to plan a concrete action with measurable results by which they contribute to the collective goals.
- Company or organisation sustainability strategies may already include concrete elements that could be made visible as organisations' specific pledges. Many private sector companies in particular have published sustainability strategies with clear actions and targets. Selected actions from such strategies, with ambitious targets and yearly follow-up are welcome to be shared as leadership examples through transition pathway pledges.
- Network organisations and associations are not expected to send in pledges on behalf of the actions of their members. Each organisation is invited to send in their own specific pledges, and the key pledges of network organisations should be reflecting their tasks and role in supporting their members in the transition towards future tourism.

⁷ [HOME | Glasgow Food and Climate Declaration \(glasgowdeclaration.org\)](https://www.glasgowdeclaration.org/)

⁸ [Home | One Planet network](https://www.oneplanetnetwork.org/)

⁹ [Home \(destination2050.eu\)](https://www.destination2050.eu/)

¹⁰ <https://ec.europa.eu/social/BlobServlet?docId=25214&langId=en>

Key issues to be considered when preparing pledges

In the second pledge collection round, the pledges were typically better elaborated already in their first proposal than in the first round. This is likely due to the fact that several example pledges were now available, and the online instructions were clarified. Some key issues that still need to be often reminded to the submitters, include:

- Ensuring that each pledge clearly states 1) an ongoing or upcoming future-oriented action with 2) a measurable target to assess the implementation and progress of the action with a target date or frequency, and 3) a link with the transition pathway objectives.
- Understanding that different types of stakeholders have different roles and operating contexts. Not everyone can make a similar type of pledge, and it may be useful to review pledges of actors with similar role as examples.
- Each organisation is expected to make one submission only, which can contain several pledges. When modifying contributions, they can revise the existing submission, instead of sending a new one.
- A pledge should not be:
 - General activity or mission statement “we work on [issue x]”, “we aim to contribute to green transition and provide sustainable services...”;
 - Describing a short-term funded collaborative project without a longer-term perspective on how the organisation will put the results in action to serve the transition;
 - Describing what the organisation is, has done in the past or does currently, without making a pledge for an action and target in the future;
 - A long description of the problem and the action context instead of focusing on the concrete action and targets – any descriptive information can be made available online and the link to the online information can be included in the pledge text;
 - Describing a tool or a short-term project instead of an action and commitment of an organisation towards supporting transition in the long-term with mid/long-term targets;
 - Duplicating the same action which was already described in another pledge by the same submitter.

Process developments for short-term and long-term

After the first set of published commitments, some improvements were already introduced to the [online call for pledges](#). This included revised instructions, more targeted bilateral feedback for each pledge submitter and offering a weekly phone consultation time.

The current pledge collection tool (EU survey) does not allow larger changes for the user-interface, and the structural data consistency should be maintained. However, the upcoming online stakeholder support platform will integrate a more user-friendly interface for the stakeholders to submit and update their pledges, explore their content and follow up their implementation. This platform will consider to request pledges in a more structural form with specific fields to indicate concrete action, actor, measurable result and its target date or frequency. It will also allow more flexibility in indicating the links between pledges and relevant transition pathway topic areas.

As short-term improvement measures, the instructions in the EU survey form will be further clarified, with more descriptive texts. All relevant stakeholders with existing submissions will be contacted in the next months with concrete proposals on how to clarify their submissions in order to have consistently grouped actions under different topics, clear targets and wordings. The goal is to maximise the potential of the submitted pledge proposals, which are still not yet published, but could be included in the next round of pledge publications.

Valorising the pledges

The published pledges show that stakeholders are indeed taking action at different levels and in many concrete ways. A key task for the Together for EU Tourism community is to get the most value from these pledges, to truly accelerate and expand the green and digital transition, and support resilience building among all actors in the EU tourism ecosystem, at all levels and in all regions.

The key tool for this will be the online stakeholder support platform, which will be set up to support stakeholders in transition pathway actions by providing integrated access to existing resources, networks, training and funding opportunities, and facilitate peer exchanges, knowledge creation and collaborations. It will support the work of the upcoming stakeholder working groups and help different types of actors from different contexts and with different key interests to find the most relevant knowledge, resources and connections to other actors. Pledges will be a key facilitator for this knowledge. The call for tender for implementation of this platform is currently open: [Transition Pathway Stakeholder Support Platform: Implementation for Tourism Ecosystem \(europa.eu\)](https://europa.eu) with a deadline of 14 December 2022.

However, it is important to already share the existing knowledge, valorise good examples and leadership and engage more stakeholders in the Together for EU Tourism community, while the stakeholder support platform and the stakeholder working groups are still under development. The pledge submissions – both published pledges and those still in the making – show growing knowledge of what can be done and who is doing it already, across several different operating contexts and actors. And many pledges describe existing tangible results on topics where others are still working on them (e.g. tourism strategies, sustainable mobility plans, training approaches).

Therefore, the DG GROW tourism team will ensure stakeholder exchange opportunities on pledges in the coming months, and invites other stakeholders, especially networks, NGOs and associations to do the same. After the third round of pledges, the DG GROW tourism team will also conduct a deeper analysis on the different elements of the transition pathway actions and topic areas covered by the current pledges for guiding and supporting tourism stakeholders, and to accelerate the transition.

Five steps for preparing and submitting a good pledge

As a last part of the lessons learnt, the five steps below summarise the short guidance that has proved to be useful and helpful for stakeholders to prepare their pledges:

1. Read through the [Transition pathway for Tourism](#) report with an open and innovative mind – have a look at the [published pledge summary reports](#) for good examples.
2. Reflect on your organisation's strategy and objectives vs. transition pathway – is your ambition already aligned with transition pathway or can it be improved?
3. Collaborate and innovate with your workers, members, partners – what action makes best sense in the long-term to your organisation and what should be its target and follow-up mechanism?
4. Formulate one or more concrete pledges which each include the following 3 elements:
 - a. A concrete action you are implementing or launching for the upcoming years.
 - b. A concrete result you would set for your action and its target date or frequency, which helps to assess whether the action is progressing, being implemented or reached its final target.
 - c. Main link with the Tourism transition pathway, either to a recognised topic 1-27, or as a contribution to the overall objectives (green, digital, resilient) in a new way ("other topic").
5. Send in the submission via the [online form](#) to be part of the actively engaged Together for EU Tourism stakeholders community.

CONCLUSIONS

After two rounds of pledge collections, there are currently [260 published pledges and 142 committed organisations](#) with increasing coverage of different types of organisations across EU Member states and different types of stakeholder activities to support the Transition pathway for Tourism. This shows good progress and continuing support to the Transition pathway from the stakeholder community.

Other support mechanisms for the co-implementation of the transition pathway are being launched and prepared, including online stakeholder support platform, stakeholder working groups, EU Agenda for Tourism, and supporting studies and funding calls for specific topics. In addition, the Commission and the Together for EU Tourism community will work together to make effective use of the knowledge being shared and made visible through pledges by facilitating collaboration, exchanges and synergies between actors.

The collection of pledges and commitments continues. All stakeholders are invited to respond to the [online call for pledges and commitments](#), and next cut-off date will be in February 2023, to allow for pledge publication in March 2023. This will provide basis for assessing stakeholder engagement and concretely ongoing actions to support Transition pathway for Tourism one year after its publication, to be discussed in the European Tourism Day 2023.



ANNEX: ACTION TOPICS OF TRANSITION PATHWAY FOR TOURISM

More information on the actions, objectives, actors and the transition context can be found from the [transition pathway for tourism policy report](#), available in 22 languages.

Topic no	Topic name
TOPIC 1	1: Fair measures for Short-Term Rentals (STR)
TOPIC 2	2: Regulatory support for improved multimodal travelling
TOPIC 3	3: Improving statistics and indicators for tourism
TOPIC 4	4: Comprehensive tourism strategies development or update
TOPIC 5	5: Collaborative local destination governance
TOPIC 6	6: Sustainable mobility
TOPIC 7	7: Circularity of hospitality industry
TOPIC 8	8: Green transition of tourism companies and SMEs
TOPIC 9	9: Data-driven tourism services
TOPIC 10	10: Improve the availability of information on tourism offer online
TOPIC 11	11: Easily accessible best practices, peer learning and networking for SMEs
TOPIC 12	12: R&I and pilots on circular and climate friendly tourism
TOPIC 13	13: Appropriation of PEF and OEF methodology and development of support tools for tourism ecosystem
TOPIC 14	14: Technical implementation for tourism data space
TOPIC 15	15: R&I for digital tools and services in tourism
TOPIC 16	16: Support for digitalisation of tourism SMEs and destinations
TOPIC 17	17: Seamless cross-border travelling
TOPIC 18	18: Coordinated management and updated information on travelling
TOPIC 19	19: Awareness raising on skills needs for twin transition in tourism
TOPIC 20	20: Awareness raising on changes in tourism demand and the opportunities of twin transition for tourism
TOPIC 21	21: Educational organisations to engage in developing and renewing tourism education
TOPIC 22	22: Pact for skills in tourism
TOPIC 23	23: One-stop-shop for learning opportunities for tourism SMEs
TOPIC 24	24: Fairness and equality in tourism jobs
TOPIC 25	25: Enhancing accessible tourism services
TOPIC 26	26: Tourism services for visitors and residents alike
TOPIC 27	27: Support visibility of funding opportunities for tourism actors