



**DAA**



Education and Culture

**Leonardo da Vinci**  
Pilot projects

**European supplementary qualification in tourism management**

Concept to integrate european supplementary qualifications  
in tourism management into national systems of vocational training

01.11.2002 – 31.10.2005

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European Conference  
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## Speaker



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# Structure

- **Initial situation**
- Realisation by partnership, advisory councils and workplan
- Results
  - Modular design of the supplementary qualification
  - Examples of practical use
- Actual status of the project
- Contact

## Social and economic conditions

- Shorter lifecycles of products and fast changing customer preferences
- Increasing speed of innovation
- Increasing globalisation and internationalisation of markets
- Lifelong learning as integral part of the change

## Consequences for vocational education from the point of view of the European Commission (Lisbon-Strategy)

- Dynamic development and internationalisation of vocational education
- Mutual national acknowledgement
- Integration of lifelong learning
- Social dialogue on vocational education should follow the dynamic of changing conditions

## Consequences for vocational education in tourism

- Development of supplementary qualifications in tourism management as dynamic and flexible system which enables lifelong learning
- Integration in national vocational education and training systems by promoting social dialogue with the perspective of dissemination and acknowledgement of the results

## Innovative approach of the project EU-EQT?

Development of a modular system of qualification which:

- enables trainers and experts to react promptly and high flexible to qualification requirements of the tourism industry
- enables lifelong learning
- contains a market-orientated target-group classification
- can be integrated in different kinds of national vocational and education systems due to its modularity
- will be promoted by advisory councils (social dialogue), support of dissemination and integration of results

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# Partnership



Austria



France



Germany



Greece



Hungary



Italy



Italy



Lithuania

# Advisory Councils in Germany

Federal Association of the German Tourism Industry (BTW)



**Tourismuswirtschaft**

Bundesverband der Deutschen Tourismuswirtschaft (BTW)

Association of German Travel Agents and Tour Operators (DRV)

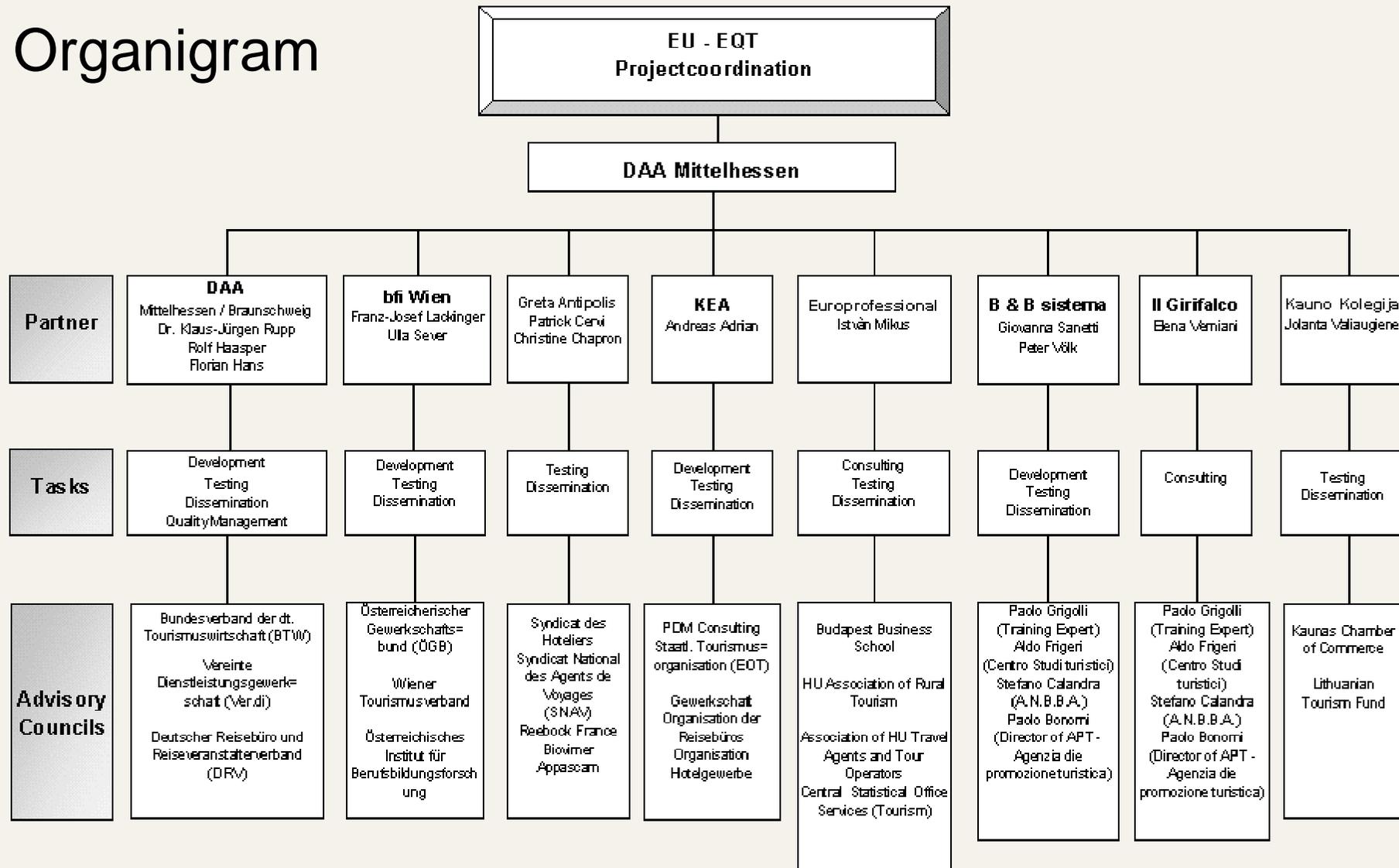


Unified Service Sector Union (Ver.di)

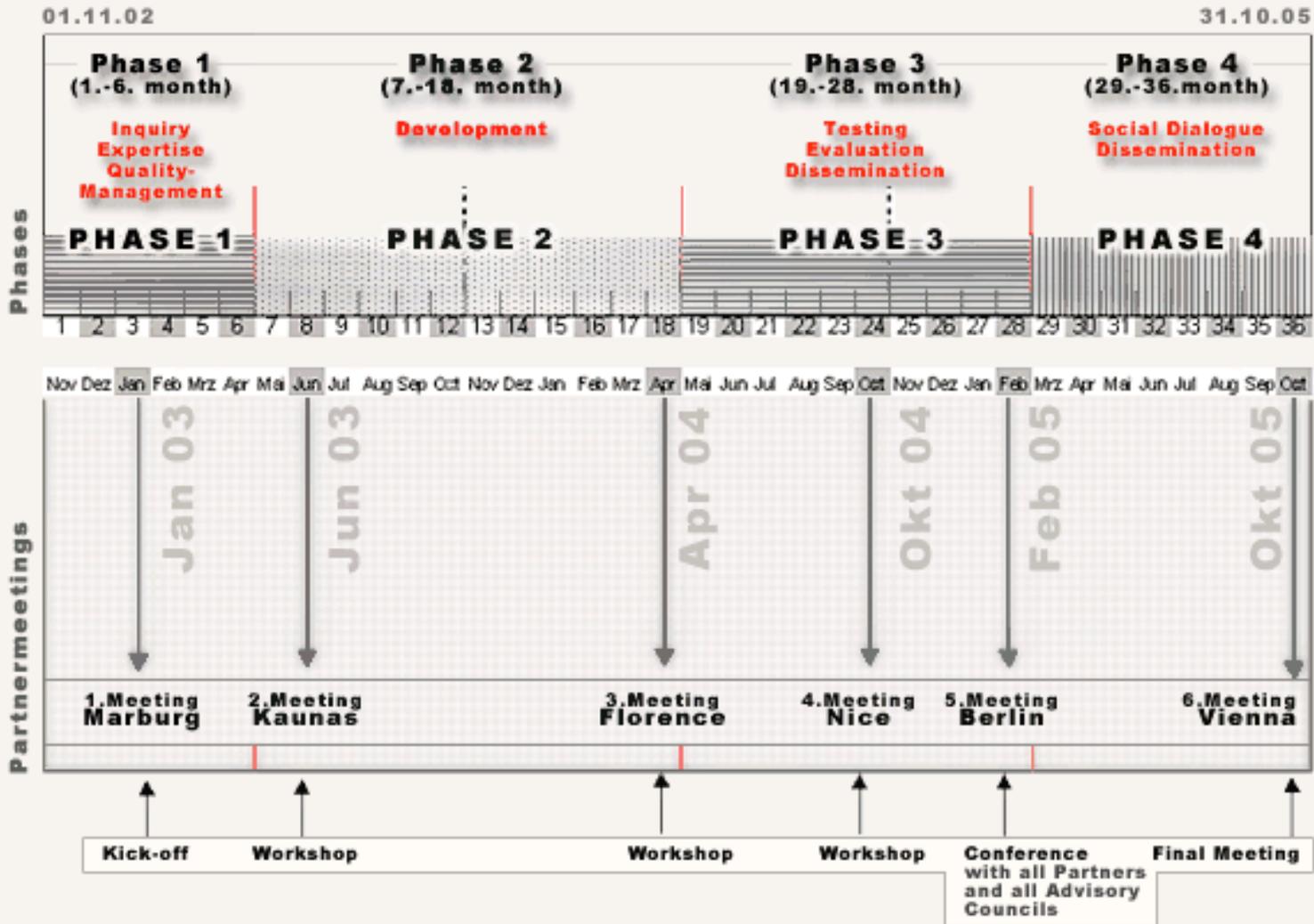


**Vereinte Dienstleistungsgewerkschaft**

# Organigramm



# Workplan



## Structure

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# Demand Analysis

JUSTUS-LIEBIG-



UNIVERSITÄT  
GIESSEN

## Training and education trends in european tourism

Study on the future of vocational and further training in the tourism sector

Carried out in 7 european countries: Austria, France, Germany, Greece, Hungary Italy and Lithuania.

Experts, personnel responsible and manager of touristic companies were asked to rate qualification requirements of tour operators, travel agencies, hotels and small lodging companies (non-hotel), tourist informations.

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Available at [www.eu-eqt.de](http://www.eu-eqt.de)

## Results of the study

the following requirements were identified:

- Lifelong learning
- Tourist marketing, sales
- Strengthening the practical relevance of training contents
- Intercultural learning, foreign languages
- Customer orientation
- Special qualifications in tourism (health tourism, event tourism, cultural tourism, business tourism, sport tourism)

## Conclusion of the study

**Development of a dynamic and highly flexible modular system of qualification, which enables to react promptly on qualification requirements of the tourism industry and which can be integrated in vocational trainings and in-service-trainings.**



**Core Qualifications**



**Special Qualifications**



## Core Qualifications

Training Fields	Modules
<b>Key qualifications (DAA)</b>	Social Skills Method Skills Media Skills
<b>Marketing (bfi Wien)</b>	Marketing Basics Low Budget Marketing Instruments Online Marketing Development of new Services Marketing Actionplan
<b>Customer Relationship Management (bfi Wien)</b>	Change of values and quality of touristic Services New Media and Tourism Polarisation of Markets Customer Value Measurement of Customer Satisfaction The Customer as King/Customer Clubs Communication in the field of Customer Loyalty Customer Win-back
<b>Human Resource Management (DAA)</b>	Legal-organisational frame of Personnel work Personnel Management / Management Concepts Human Resource Development
<b>Language and Culture (DAA)</b>	Intercultural Learning English for Employees in Tourism: - Reception - Restaurant - Tourist-Information - Tour Operator - Applications Practice in Language Preparation of Practical Training Abroad Support for Individual foreign Language Training



## Core Qualifications à

Training Fields	Modules
Key qualifications (DAA)	Social Skills Method Skills Media Skills

**(120 hours)**

### Example structure à

- **Social Skills (Module) – 42 hours**

- Capacity for teamwork (Component) – 10 hours
- Communicative Skills (Component) – 8 hours
- Willingness to cooperate (Component) – 8 hours
- Creativity Training (Component) – 8 hours
- Ability to take decisions (Component) – 8 hours

- **Method Skills (Module) – 36 hours**

- Leadership attitude (Component) – 6 hours
- Project management (Component) – 6 hours
- Time and self-management (Component) – 6 hours
- Conflict Management (Component) – 6 hours
- Motivational Training (Component) – 6 hours
- Chairmanship/Moderation (Component) – 6 hours

- **Media Skills (Module) – 42 hours**

- Media Studies (Component) – 8 hours
- Media Use (Component) – 22 hours
- Media design (Component) – 10 hours
- Sources (Component) – 2 hours



## Special Qualifications

Training Fields (Co-ordination)	Modules / Target Groups	Developer
<b>Business Tourism (KEA/B&amp;B)</b>	Tour Operator Travel Agency Hotel Non-Hotel*	DAA DAA KEA B&B
<b>Health Tourism / Wellness Tourism (DAA)</b>	Tour Operator Travel Agency Hotel Non-Hotel *	DAA DAA KEA B&B
<b>Cultural Tourism (BFI)</b>	Tour Operator Travel Agency Hotel Non-Hotel*	bfi bfi KEA B&B
<b>Event Tourism (B&amp;B/KEA)</b>	Tour Operator Travel Agency Hotel Non-Hotel*	bfi bfi KEA B&B
<b>Sport Tourism (DAA)</b>	Tour Operator Travel Agency Hotel Non-Hotel*	DAA DAA KEA B&B

\* e.g.: Bed & Breakfast, farm holidays, guest houses, youth hostels



## Special Qualifications à

**Sport Tourism**

Tour Operator  
 Travel Agency  
 Hotel  
 Non-Hotel\*

**(104 hrs)**

### Example structure à

- **Sport Tourism for Tour Operator (Module) – 20 hours**
  - Market research (Component) – 6 hours
  - Product development (Component) – 6 hours
  - Marketing / Distribution (Component) – 6 hours
  - Trend scouting (Component) – 2 hours
- **Sport Tourism for Travel Agencies (Module) – 22 hours**
  - Marketing / Market research (Component) – 6 hours
  - Knowledge of offers (Component) – 6 hours
  - Customer Relationship Management (Component) – 6 hours
  - Distribution (Component) – 4 hours
- **Sport Tourism for Hotels (Module) – 22 hours**
  - Product Development (Component) – 6 hours
  - Human Resources (Component) – 4 hours
  - Customer Relationship Management (Component) – 6 hours
  - Marketing (Component) – 6 hours
- **Sport Tourism for Non-Hotel (Module) – 40 hours**
  - Business start up (Component) – 8 hours
  - Planning and development of offers (Component) – 8 hours
  - Organisation (Component) – 8 hours
  - Marketing Management (Component) – 8 hours
  - Network Management (Component) – 8 hours

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## Modular design / practical orientation

- The training field orientated approach of the project EU-EQT follows the aim to increase the **work process orientation** and to strengthening the connection of working and learning
- The development of training fields, modules and components followed the **structure of business processes** in the tourism industry
- The **customer** is the most important **bench mark** of business processes in tourism

Training fields were defined, modules and components were developed to support trainers and experts in preparing and realising learning units.

The modules were developed based on a template with a detailed structure.

Every module contains the following 7 parts:

- 1. targets / target groups**
- 2. definition of the module**
- 3. Scenarios**
- 4. information on training methods**
- 5. Content of the module**
- 6. interfaces**
- 7. References / annex**

# 1. Targets / target groups:

Participants skills and competences  
after ending the module

Sport Tourism

Tour Operator  
Travel Agency  
Hotel  
Non-Hotel

For example the  
targets of the  
module sport for  
travel agencies

## 1. Targets / target groups

Statistically speaking sports tourism is still a growth market. Changes in tourist-requirement structures, in part very low commissions from big tour operators are forcing travel agencies to optimise their consultancy services and to strengthen their customer orientation. What is important for the well-informed and self-confident sports tourist is competent, comprehensive advice with a great deal of detailed information that assures him convincingly that he has made the right holiday decision. The possibility of a relatively exclusive or individualised package is the mark of optimum customer orientation among travel-agency employees. In travel agencies with several employees each employee should specialise in a particular field of sports holiday (e.g. running holidays, football holidays, golf packages) because the wealth of offers makes it almost impossible today to confront the customer knowing everything about each separate field.

## 2. Definition of the module:

Term, history, statistics etc.

e.g.: What means sport tourism?

Sport Tourism

Tour Operator  
Travel Agency  
Hotel  
Non-Hotel

For example the  
definition of the  
module sport for  
travel agencies

### 2. Definition of the module

Sports and tourism are both looked upon as mega markets in their own right. There are approx. 40 million people who are active in sports, as opposed to approx. 50 million tourists. The “intersection” for sports tourism is, however, smaller than often assumed. Only approx. 300,000 to 500,000 “package” sports tourists have their trips organised through a tour operator and approx. 5 million “individual” sportspersons organise their trips themselves. [\[1\]](#)

This module is designed to make it easier for owners/employees of travel agencies to acquire more specific knowledge about the sports-travel market.

It outlines all the necessary steps from market research via knowledge of offers, customer relations down to the marketing of offers of this type. At the end of the module the operator or future operator will have a clear picture about the special characteristics of sports holidays.

### 3. Scenarios:

One or more examples for purposes of illustration, taken from practical work for practical work

Sport Tourism

Tour Operator  
 Travel Agency  
 Hotel  
 Non-Hotel

For example the scenarios of the module sport for travel agencies

### 3. Scenarios

#### Example 1: Component travel and specialisation

The traditional travel agency business has been suffering under the pressure of massive changes in the travel market for some years. Service providers and tour operators have cut their commissions and are using alternative distribution channels. But travel agencies can nevertheless continue to function as receivers of orders from tour operators and receive commission fees for this. Sometimes this means shifting the focus away from the package tours of big tour operators. A travel agency could alternatively decide in favour of a change of role and turn more strongly towards the new travel form of holiday trip based on separate components. Also, a travel agency could co-operate with a specialised tour operator thus creating a “special travel agency” for precisely this operator for whom the travel agency functions as the primary distribution partner. This approach, however, involves a great deal of product training and additional training.

## 4. Information on training methods:

- Seminar
  - E-Learning
  - Project work
  - Group work
- etc.

Sport Tourism

Tour Operator  
Travel Agency  
Hotel  
Non-Hotel

For example the methods of the module sport for travel agencies

### 4. Information on training methods

In view of the limited time allocated to the special modules, the methods that can be used will be mainly communication of knowledge by means of trainer input. As far as possible, these training units should be enriched by means of case studies. Also suitable is a comparison of the sports-travel offers of the many different tour operators to obtain an overview of what is actually being offered on the market. Knowledge of the market-research field could be acquired by the participants themselves through an analysis of data on the customer profile and demand behaviour.

Additional training methods: Narrative methodology, Case studies, Discussion, Brainstorming, Group work with creativity exercises, Worksheets

## 5. Contents of the module:

Total number of hours + module design

Sport Tourism

Tour Operator  
Travel Agency  
Hotel  
Non-Hotel

For example the  
contents of the  
module sport for  
travel agencies

### 5. Contents of the module (22 hrs.)

- Marketing/market research (6 hrs.)
  - Analysis of demand
  - Overview of providers/operators in sports tourism
- Knowledge of offers (6 hrs.)
- Customer relations management (6 hrs.)
- Distribution (4 hrs.)

Component 1: Marketing / Market research (6 hrs.)

To begin with, it is important for employees of travel agencies to familiarise themselves with the target group of “sports tourists / sports holidaymakers”. Closer definition of the customers:

## 6. Interfaces:

Interfaces and links  
to other training fields  
and modules

Sport Tourism

Tour Operator  
Travel Agency  
Hotel  
Non-Hotel

For example the  
interfaces of the  
module sport for  
travel agencies

### 6. Interfaces

Basic knowledge on the constructive use of this module is provided by the à CRM and à Marketing training fields. Apart from this it is also possible to refer to the à Media Skills module from the à Key Qualifications training field.

## 7. References / Annex:

Books, websites and further examples, graphics, checklists, questionnaires etc.

Sport Tourism

Tour Operator  
Travel Agency  
Hotel  
Non-Hotel

For example the references of the module sport for travel agencies

### 7. Bibliographical references and other sources

**Burke, James F./Resnick, Barry (2000):** Marketing and Selling the Travel Product. Albany/New York, (This introductory textbook offers students a first view of the world of travel and tourism. Its unique approach covers the marketing cycle as well as dedicated chapters on such topics as consumer profiles, sales distribution network, service quality, and salesmanship. Close-ups of professionals working in the field, as well as marketing profiles of leading companies, provide students with meaningful real-world examples. Exams, discussion questions, exercises, and case examples help students integrate what they have learned.)

**Dreyer, A./Krüger, A. (Hg.) (1995):** Sporttourismus. München/Wien

**Gammon, S. and Jones, I. (2001):** Sports tourism: An introduction, Continuum, London

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Training fields, modules and components  
can be combined to individual and customized  
**courses, seminars and short trainings**  
according to the requirements of the tourism industry.

## Example 1

Short-Training for Travel Agents  
with the focus on **Sport Tourism**

**total time: 80 hours**



## Core Qualifications

## Example 1

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Key qualifications (DAA)	Social Skills Method Skills Media Skills
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Module **Social Skills**  
42 hours

Module **Polarisation of Markets**  
10 hours

Module **Customer Value**  
6 hours



## Special Qualifications

### Example 1

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Module **Social Skills**  
42 hours

Module  
**Polarisation of Markets**  
10 hours

Module **Customer Value**  
6 hours

Module **Sport tourism for Travel Agencies**  
22 hours



## Example 1

Module **Social Skills**

42 hours



Module

**Polarisation of Markets**

10 hours

Module **Customer Value**

6 hours

Module **Sport tourism for  
Travel Agencies**

22 hours



Short-Training for  
Travel Agents with the  
focus on **Sport Tourism**

**Total Time: 80 hours**

## Example 2

Short Training for Women with the objective to start up and run a business in the field of Bed & Breakfast with the focus on **Wellness Tourism**

**total time: 114 hours**



## Core Qualifications

## Example 2

Training Fields	Modules
Key qualifications (DAA)	Social Skills Method Skills Media Skills
Marketing (bfi Wien)	Marketing Basics Low Budget Marketing Instruments Online Marketing Development of new Services Marketing Actionplan
Customer Relationship Management (bfi Wien)	Change of values and quality of touristic Services New Media and Tourism Polarisation of Markets Customer Value Measurement of Customer Satisfaction The Customer as King/Customer Clubs Communication in the field of Customer Loyalty Customer Win-back
Human Resource Management (DAA)	Legal-organisational frame of Personnel work Personnel Management / Management Concepts Human Resource Development
Language and Culture (DAA)	Intercultural Learning English for Employees in Tourism: - Reception - Restaurant - Tourist-Information - Tour Operator - Applications Practice in Language Preparation of Practical Training Abroad Support for Individual foreign Language Training

Module **Social Skills**  
42 hours

Module **Media Skills**  
- Component 2: Media Use  
- Component 3: Media Design  
32 hours





## Special Qualifications

## Example 2

Training Fields (Co-ordination)	Modules / Target Groups	Developer
Business Tourism (KEA/B&B)	Tour Operator Travel Agency Hotel Non-Hotel*	DAA DAA KEA B&B
Health Tourism / Wellness Tourism (DAA)	Tour Operator Travel Agency Hotel Non-Hotel *	DAA DAA KEA B&B
Cultural Tourism (BFI)	Tour Operator Travel Agency Hotel Non-Hotel*	bfi bfi KEA B&B
Event Tourism (B&B/KEA)	Tour Operator Travel Agency Hotel Non-Hotel*	bfi bfi KEA B&B
Sport Tourism (DAA)	Tour Operator Travel Agency Hotel Non-Hotel*	DAA DAA KEA B&B

### Module **Social Skills**

42 hours

### Module **Media Skills**

- Component 2: Media Use
- Component 3: Media Design

32 hours

### Module **Wellness Tourism for Non-Hotel Sector**

40 hours



## Example 2



### Module **Social Skills**

42 hours



### Module **Media Skills**

- Component 2: Media Use
- Component 3: Media Design

32 hours



### Module **Wellness Tourism for Non-Hotel Sector**

40 hours



Short Training for Women with the objective to start up and run a business in the field of Bed & Breakfast with the **focus on Wellness Tourism**

Total Time: **114 hours**

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## Actual status of th project:

- Training fields and modules are developed
- Project is at the end of the testing phase, modules were revised in practise
- Results of testing will be integrated in the supplementary qualification
- Trainer guide for the practical use of the modular system will be developed
- Activities of dissemination will be enforced:  
Valorisation conference 01/2005, Berlin conference 03/2005, ITB 03/2005, national activities of dissemination
- Cooperation with the advisory councils will be enforced
- Report on the possibilities and problems of dissemination and social dialogue in european projects

## Contact:



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