

---

## DELIVERABLE 2.5

### The Business: Entrepreneurship & Strategy

---

M10 – JUN 2024

PROJECT: COASTAL PRO

Game-based Learning of Entrepreneurship and Next-Generation Skills in Coastal Tourism

GA No: 101124745

DURATION (Months): 36

CALL: EMFAF-2023-BlueCareers



Co-funded by  
the European Union

*This project has received funding from the European Union’s Maritime and Fisheries Fund under the Grant Agreement No. 101124745*

Dissemination level		
PU	PUBLIC	X
PP	Restricted to other PROGRAMME PARTICIPANTS (including the Commission Services)	
RE	RESTRICTED to a group specified by the consortium (including the Commission Services)	
CO	CONFIDENTIAL only for members of the consortium (including the Commission Services)	

## Revision History

V #	Date	Description / Reason of change	Author
V0.1	5/04/2024	First Draft	K Tzortzis, F Galatsopoulou
V1.0	5/06/2024	Final Version	K Tzortzis, F Galatsopoulou

## Authors and Contributors

Contributors at this WP are the end user partners. WP1 provides feedback to technical partners.

Partner	Name
ELC	K Tzortzis
AUTH	F Galatsopoulou

## Reviewers

Partner	Name
SCK	O Spyroglou

# Table of Contents

---

- 1 Executive Summary ..... 5
- 2 Introduction to CoastalPro Training Modules..... 6
  - 2.1 Modules Structure ..... 6
  - 2.2 Cohorts ..... 7
- 3 Module Overview (M5 – The Brand)..... 8
- 4 Lesson Breakdown (M5)..... 11
  - 4.1 Lesson 1: Introduction to Destination Branding ..... 11
  - 4.2 Lesson 2: Branding and Marketing Tactics in Tourism ..... 13
  - 4.3 Lesson 3: Storytelling and Awareness Campaigns ..... 15
- 5 Conclusions ..... 17

# Glossary

Abbreviation / Acronym	Meaning
AUTH/SJMC	Aristotle University of Thessaloniki/ School of Journalism and mass media
CINEA	European Climate, Infrastructure and Environment Executive Agency
EC	European Commission
EMFAF	European Maritime and Fisheries Fund
ENAT	European Network for Accessible Tourism
ETIS	European Tourism Indicators System
GA	Grant Agreement
GEJI	Global Environmental Journalism Initiative
IKO	International Kitesurf Organisation
PC	Project Coordinator
PO	Project Officer (EC)
PSB	Project Steering Board
QA	Quality Assurance
UAG	User Advisory Group
UC	Usage Cases
WPL	Work Package Leaders

# 1 Executive Summary

ACRONYM	COASTALPRO
PROPOSAL TITLE	CoastalPro: Game-based Learning of Entrepreneurship and Next-Generation Skills in Coastal Tourism
GA No.	101124745
CALL	EMFAF-2023-BlueCareers / EMFAF-2023-BlueCareers
COORDINATOR	SURF CLUB KEROS IKE
START – END	SEP 2023 – AUG 2026 // 36 Months
BUDGET	€ 1 464 690.9
FUNDING	€ 1 171 708.97

The CoastalPro Training Program’s Module 6: The Business: Entrepreneurship & Strategy is designed to equip participants with essential skills and knowledge in coastal tourism. This module delves into the critical aspects of business planning, regulatory frameworks, financial management, and strategic foresight for effective risk mitigation. Emphasizing the importance of developing comprehensive business plans, understanding regulatory compliance, and managing financial flows in seasonal enterprises, the module provides a comprehensive learning experience through a blend of webinars, asynchronous training videos, presentations, quizzes, and interactive assignments. Participants will explore the interplay between strategic planning and operational management in tourism, analyse successful case studies, and develop strategies to ensure business sustainability, fostering a practical understanding of entrepreneurship in coastal tourism.

The program is tailored to four distinct cohorts: undergraduate students, recent graduates from hospitality-related fields, young professionals and entrepreneurs, and aspiring entrepreneurs. Each cohort receives content and exercises adapted to their specific needs, ensuring a relevant and impactful learning experience.

This module covers the fundamentals of business model development using tools like the Business Model Canvas, navigating regulatory frameworks, and implementing effective financial management strategies. Participants will learn how to conduct SWOT and PEST analyses, apply Porter’s Five Forces, and develop risk mitigation strategies. By applying the principles of strategic planning and compliance management, participants will be able to develop and operate tourism businesses that are legally compliant, financially viable, and strategically sound, promoting sustainable tourism growth.

## 2 Introduction to CoastalPro Training Modules

### 2.1 Modules Structure

Our training program is built upon a solid foundation provided by the vast experience of 4 partners: 01-SCK, 02-AUTH, 04-EPLO and 09-ELC in defining the necessary skills for professionals, implementing successful business models in tourism and working in and with the hospitality industry. The core of our program is a set around 6 Training Modules, each one focusing on a key element of Coastal Tourism giving emphasis on both building the much necessary skills for the existing personnel but also attracting new talent and promoting a new generation of entrepreneurs.



Figure 1: CoastalPro Training Modules gamified flow

The COASTALPRO ACADEMY creates a new curriculum that consists of 6 modules:

Module	Description
<b>M1 The Stay: Tourism &amp; Hospitality</b>	This module aims to provide knowledge and inspiration about various types of tourism that exist around the world, and how different types of tourism may be combined to produce tailor-made products and services for each destination, while utilizing game-based hands-on activities to explore their seaside destination, conduct field research, and promote the destination in their online learning community.
<b>M2 The Experience: Entertainment &amp; Recreation</b>	The module examines various sectors, such as accommodation, food and beverage, transportation, and recreation and entertainment, and their interdependence, while also covering the positive and negative impacts of domestic, inbound, and outbound visitors on nearby communities and the environment.
<b>M3 The Adrenaline: Water Sports &amp; Water-related activities</b>	This module covers water sports tourism, including extreme sports and beach-based activities, with a focus on safety and inclusiveness, and also includes health and wellness components.
<b>M4 The Environment: Sustainability and ESG</b>	This module covers important ESG (Environmental, Social, Governance) topics, such as environmental and social challenges, stakeholder roles, and material ESG characteristics for corporations.
<b>M5 The Brand: Branding &amp; Marketing</b>	This module covers destination branding, marketing tactics, and storytelling methods for effective communication with targeted audiences, with an emphasis on developing a nonfiction story to promote a place and planning awareness campaigns.
<b>M6 The Business: Entrepreneurship &amp; Strategy</b>	This module covers a recap of business tools and theory, with special attention given to strategy and foresight as a tool for risk mitigation.

The curriculum includes micro-credentials and certificates based on industry demands. We believe that these modules will provide participants with practical and usable knowledge on a wide range of topics, including ideation, hospitality management, activity design, branding, digital tools, sustainability and ESG, crisis management, and foresight.

WEEKS	1	2	3	4	5	6	7	8	9	10	11	12
SUGGESTED DATE	23-Sep	30-Sep	7-Oct	14-Oct	21-Oct	28-Oct	4-Nov	11-Nov	18-Nov	25-Nov	2-Dec	9-Dec
MODULE	1-STAY	2-EXPERIENCE	RECAP	3-ADRENALINE	PEER REVIEW	4-ESG	5-BRAND	RECAP	PEER REVIEW	6-BUSINESS	RECAP	FINAL WEEK
WEBINAR	Welcome to the Course		Masterclass (KEROS Story)			Masterclass (ESG)	Masterclass (Branding)			Masterclass	Masterclass	
ASYNC TRAINING VIDEOS	X	X		X		X	X			X		
PRESENTATIONS	X	X	X	X		X	X			X		
QUIZ	X	X		X		X	X			X	X	
GAME (ASSIGNMENT)			Assignment 1		Peer Review		Assignment 2		Peer Review	Assignment 3 Capstone		Peer Review

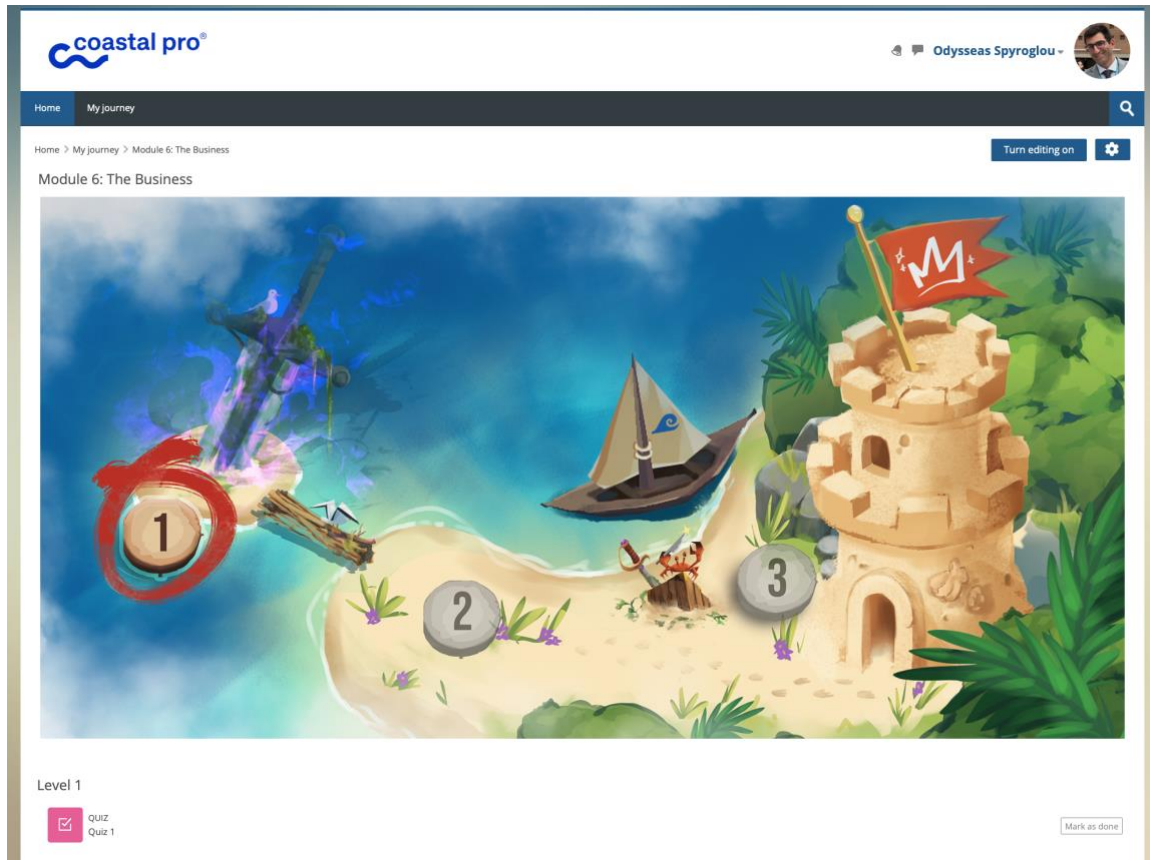
Our 10to 12-week training programme is presented in a concise but engaging manner through a gamified platform based on Moodle. Its foundation is playful interactive learning, which also includes co-design and ideation exercises that simulate actual instances. All modules are delivered through a combination of webinars, asynchronous training videos, presentations, and quizzes. After every two modules, participants engage in a game assignment, applying the concepts they've learned to practical scenarios. Peer reviews of these assignments foster collaboration and deeper understanding.

## 2.2 Cohorts

The CoastalPro Training Program is designed to serve four distinct cohorts: Cohort 1, students from any discipline; Cohort 2, focusing on upskilling recent graduates from hospitality and related fields; Cohort 3, aimed at reskilling young professionals and entrepreneurs early in their careers; and Cohort 4, inspiring young entrepreneurs eager to start their own businesses. While the core content of the program remains consistent across all cohorts, ensuring a solid foundation of essential skills and knowledge in coastal tourism, we will adapt the material and the game-based exercises to meet the specific needs of each group. These adjustments will make the learning experience more relevant and impactful, allowing participants to effectively apply their knowledge and advance in their respective professional journeys within the coastal tourism sector.

Skilling: New generation	Up-skilling: Young Graduates	Re-skilling: Professionals	Inspiring: Young Entrepreneurs
Focus on undergraduate students that look for further skills and opportunities. Target students across sectors, disciplines interested in expanding their career horizons.	Target graduate students from the hospitality and related industries who believe they need additional skills to boost their job prospects.	Young professionals and entrepreneurs, with some experience, in the start of their career, independent of sector that would like to advance their career.	Inspiring young entrepreneurs. Focus on young professionals and aspiring entrepreneurs that are interested in creating their own businesses

### 3 Module Overview (M5 – The Brand)



<b>Module</b>	<b>The Business: Entrepreneurship &amp; Strategy</b>
<b>Aim</b>	Equip participants with essential skills and knowledge required to establish and manage a successful tourism business. This module focuses on strategic planning, business tools, regulatory compliance, financial management, and foresight for risk mitigation in the tourism industry.
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To understand the fundamental principles of entrepreneurship and business strategy in tourism.</li> <li>• To develop a comprehensive business plan using tools like the Business Model Canvas.</li> <li>• To explore regulatory frameworks and compliance requirements in tourism.</li> <li>• To manage financial flows in seasonal tourism enterprises.</li> <li>• To learn strategies for risk mitigation and foresight in business planning.</li> <li>• To analyse case studies of successful tourism businesses.</li> </ul>
<b>Total duration</b>	
<b>Learning Outcomes</b>	<p>On successful completion of this module, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Articulate the key concepts of entrepreneurship and business strategy in tourism.</li> </ul>



	<ul style="list-style-type: none"> <li>• Develop a comprehensive business plan for a tourism enterprise.</li> <li>• Navigate regulatory frameworks and ensure compliance in the tourism industry.</li> <li>• Manage financial operations and understand financial flows in seasonal enterprises.</li> <li>• Apply strategic foresight and risk mitigation techniques in business planning.</li> <li>• Evaluate the success of tourism business strategies and operations.</li> </ul>
<b>Study material</b>	<ul style="list-style-type: none"> <li>• Slide presentations</li> <li>• Short video lectures</li> <li>• Business plan templates and tools</li> <li>• Articles and case studies</li> <li>• Infographics</li> <li>• Interactive assignments and quizzes</li> </ul>
<b>Assessment</b>	<ul style="list-style-type: none"> <li>• Participation in discussions and reflection activities</li> <li>• Quizzes on key concepts of entrepreneurship and strategy</li> <li>• Assignment on developing a business plan using the Business Model Canvas</li> <li>• Project on analyzing a successful tourism business case study</li> <li>• Presentation on strategies for risk mitigation and compliance</li> </ul>

## Outline

### 1. Lesson 1: Business Planning and Tools

- 1.1. Introduction to Entrepreneurship in Tourism
- 1.2. Developing a Business Plan
  - 1.2.1. Using the Business Model Canvas
  - 1.2.2. Identifying key components: value proposition, customer segments, channels, customer relationships, revenue streams, key resources, key activities, key partners, cost structure
- 1.3. Financial Planning and Budgeting
  - 1.3.1. Understanding financial flows in seasonal tourism enterprises
  - 1.3.2. Cash flow management and forecasting
- 1.4. Interactive Activity: Creating a Business Model Canvas

### 2. Lesson 2: Regulatory Frameworks and Compliance

- 2.1. Understanding Regulatory Requirements in Tourism
  - 2.1.1. Licensing, permits, and certifications
  - 2.1.2. Health, safety, and environmental regulations
- 2.2. Legal Structures for Tourism Businesses
  - 2.2.1. Sole proprietorship, partnerships, corporations, and cooperatives
- 2.3. Compliance Management
  - 2.3.1. Developing compliance checklists
  - 2.3.2. Monitoring and updating compliance practices
- 2.4. Interactive Activity: Developing a Compliance Checklist

### **3. Lesson 3: Strategy and Foresight**

- 3.1. Strategic Planning in Tourism
  - 3.1.1. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
  - 3.1.2. PEST analysis (Political, Economic, Social, Technological)
  - 3.1.3. Porter's Five Forces
- 3.2. Risk Mitigation and Foresight
  - 3.2.1. Identifying and assessing risks
  - 3.2.2. Developing risk mitigation strategies
  - 3.2.3. Scenario planning and foresight techniques
- 3.3. Case Studies of Successful Tourism Businesses
  - 3.3.1. Analysis of strategic approaches and outcomes
- 3.4. Interactive Activity: Conducting a SWOT and PEST Analysis

By the end of Module 6, participants will have a comprehensive understanding of how to set up and operate a tourism business, with a focus on strategic planning, regulatory compliance, financial management, and risk mitigation. They will be equipped with practical tools and techniques to ensure the success and sustainability of their tourism enterprises.

## 4 Lesson Breakdown (M6)

### 4.1 Lesson 1: Business Planning and Tools

<b>Lesson</b>	<b>1 – Business Planning and Tools</b>
<b>Duration</b>	1 hour
<b>Learning Objectives</b>	<ul style="list-style-type: none"> <li>• Understand the principles of entrepreneurship in tourism.</li> <li>• Develop a comprehensive business plan using the Business Model Canvas.</li> <li>• Identify key components of a business model, including value proposition, customer segments, channels, customer relationships, revenue streams, key resources, key activities, key partners, and cost structure.</li> <li>• Understand financial planning and budgeting, focusing on financial flows in seasonal tourism enterprises.</li> <li>• Learn how to manage cash flow and perform financial forecasting.</li> </ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>• Basic understanding of business concepts.</li> <li>• Familiarity with general tourism operations.</li> </ul>
<b>Study material</b>	<ul style="list-style-type: none"> <li>• Slide presentations on business planning and tools.</li> <li>• Short video lectures on the Business Model Canvas and financial planning.</li> <li>• Business plan templates and the Business Model Canvas tool.</li> <li>• Articles and case studies on successful tourism business plans.</li> <li>• Infographics detailing the components of the Business Model Canvas.</li> </ul>
<b>Assessment</b>	<ul style="list-style-type: none"> <li>• Participation in class discussions and reflection activities.</li> <li>• Quiz on key concepts of business planning and the Business Model Canvas.</li> <li>• Assignment on developing a business model using the Business Model Canvas for a chosen tourism enterprise.</li> <li>• Financial planning exercise, including cash flow management and forecasting.</li> </ul>
<b>Feedback and Support</b>	<ul style="list-style-type: none"> <li>• Learners can receive feedback on their progress through the Moodle platform's discussion forums and assignment submissions.</li> <li>• For technical support or content-related questions, learners can contact the course instructor via email or through the Moodle messaging system.</li> </ul>

#### Content Outline

##### 1. Introduction to Entrepreneurship in Tourism (10 minutes)

- 1.1. Overview of entrepreneurship and its importance in the tourism sector.
- 1.2. Discussion on the characteristics of successful tourism entrepreneurs.

##### 2. Developing a Business Plan (20 minutes)

- 2.1. Introduction to the Business Model Canvas.
- 2.2. Explanation of the nine key components: Value Proposition, Customer Segments, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partners

2.3. Cost Structure

2.4. Video lecture on creating a business model using the Business Model Canvas.

**3. Interactive Activity: Creating a Business Model Canvas (20 minutes)**

3.1. Group activity: Participants brainstorm and create a Business Model Canvas for a chosen tourism enterprise.

3.2. Presentation and discussion of the created business models.

**4. Financial Planning and Budgeting (20 minutes)**

4.1. Explanation of financial planning and its significance in tourism enterprises.

4.2. Overview of financial flows in seasonal tourism businesses.

4.3. Discussion on cash flow management and financial forecasting.

4.4. Infographic presentation on financial planning tools and techniques.

**5. Interactive Activity: Financial Planning Exercise (20 minutes)**

5.1. Individual activity: Participants develop a basic financial plan, including cash flow management and forecasting, for their chosen tourism enterprise.

5.2. Group discussion and feedback on financial plans.

**6. Conclusion and Recap (10 minutes)**

6.1. Summary of key points covered in the lesson.

6.2. Open floor for questions and reflections on the lesson.

By the end of this lesson, participants will have a solid foundation in business planning and the tools necessary to develop a comprehensive business model and financial plan for a tourism enterprise. They will be equipped to apply these skills in real-world scenarios to ensure the success and sustainability of their tourism businesses.

## 4.2 Lesson 2: Regulatory Frameworks and Compliance

<b>Lesson</b>	<b>2 – Regulatory Frameworks and Compliance</b>
<b>Duration</b>	1 hour
<b>Learning Objectives</b>	<ul style="list-style-type: none"> <li>• Understand the regulatory requirements for operating a tourism business.</li> <li>• Identify necessary licenses, permits, and certifications in the tourism industry.</li> <li>• Learn about health, safety, and environmental regulations affecting tourism businesses.</li> <li>• Explore different legal structures for tourism businesses.</li> <li>• Develop and implement compliance checklists to ensure regulatory adherence.</li> </ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>• Basic understanding of business operations.</li> <li>• Familiarity with general tourism principles.</li> </ul>
<b>Study material</b>	<ul style="list-style-type: none"> <li>• Slide presentations on regulatory frameworks and compliance.</li> <li>• Short video lectures on licensing, permits, and certifications.</li> <li>• Articles on health, safety, and environmental regulations.</li> <li>• Case studies on regulatory compliance in tourism businesses.</li> <li>• Templates for compliance checklists.</li> </ul>
<b>Assessment</b>	<ul style="list-style-type: none"> <li>• Participation in class discussions and reflection activities.</li> <li>• Quiz on key regulatory concepts and compliance requirements.</li> <li>• Assignment on developing a compliance checklist for a chosen tourism enterprise.</li> <li>• Case study analysis of a tourism business and its compliance practices.</li> </ul>
<b>Feedback and Support</b>	<ul style="list-style-type: none"> <li>• Learners can receive feedback on their progress through the Moodle platform's discussion forums and assignment submissions.</li> <li>• For technical support or content-related questions, learners can contact the course instructor via email or through the Moodle messaging system.</li> </ul>

### Content Outline

#### 1. Introduction to Regulatory Requirements in Tourism (15 minutes)

- 1.1. Overview of regulatory requirements for tourism businesses.
- 1.2. Importance of compliance in ensuring business legality and safety.
- 1.3. Video lecture on the basics of licensing, permits, and certifications.

#### 2. Licensing, Permits, and Certifications (20 minutes)

- 2.1. Detailed explanation of necessary licenses, permits, and certifications.
- 2.2. Discussion on the process of obtaining these documents.
- 2.3. Case study: Navigating the licensing process in a tourism enterprise.

#### 3. Health, Safety, and Environmental Regulations (20 minutes)

- 3.1. Overview of health and safety regulations in tourism.

- 3.2. Discussion on environmental regulations affecting tourism businesses.
- 3.3. Articles on best practices for compliance with health, safety, and environmental standards.

**4. Legal Structures for Tourism Businesses (15 minutes)**

- 4.1. Explanation of different legal structures: sole proprietorship, partnerships, corporations, and cooperatives.
- 4.2. Discussion on the advantages and disadvantages of each structure.
- 4.3. Infographic presentation on choosing the appropriate legal structure for a tourism business.

**5. Interactive Activity: Developing a Compliance Checklist (20 minutes)**

- 5.1. Group activity: Participants develop a compliance checklist for a chosen tourism enterprise.
- 5.2. Presentation and discussion of the developed compliance checklists.

**6. Compliance Management (10 minutes)**

- 6.1. Developing strategies for ongoing compliance management.
- 6.2. Monitoring and updating compliance practices regularly.
- 6.3. Case study: Compliance management in a successful tourism business.

**7. Conclusion and Recap (10 minutes)**

- 7.1. Summary of key points covered in the lesson.
- 7.2. Open floor for questions and reflections on the lesson.

By the end of this lesson, participants will have a comprehensive understanding of the regulatory requirements and compliance practices necessary for operating a tourism business. They will be equipped to develop and implement effective compliance strategies to ensure their businesses adhere to all legal, health, safety, and environmental standards.

### 4.3 Lesson 3: Strategy and Foresight

<b>Lesson</b>	<b>3 – Strategy and Foresight</b>
<b>Duration</b>	1 hour
<b>Learning Objectives</b>	<ul style="list-style-type: none"> <li>• Understand the principles of strategic planning in the tourism industry.</li> <li>• Conduct SWOT (Strengths, Weaknesses, Opportunities, Threats) and PEST (Political, Economic, Social, Technological) analyses.</li> <li>• Learn about Porter's Five Forces and its application in tourism.</li> <li>• Identify and assess risks in tourism business operations.</li> <li>• Develop risk mitigation strategies and apply foresight techniques.</li> <li>• Analyse case studies of successful strategic planning in tourism businesses.</li> </ul>
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>• Basic understanding of business strategy concepts.</li> <li>• Familiarity with general tourism operations.</li> </ul>
<b>Study material</b>	<ul style="list-style-type: none"> <li>• Slide presentations on strategic planning and foresight.</li> <li>• Short video lectures on SWOT analysis, PEST analysis, and Porter's Five Forces.</li> <li>• Articles and case studies on strategic planning and risk mitigation.</li> <li>• Templates for conducting SWOT and PEST analyses.</li> </ul>
<b>Assessment</b>	<ul style="list-style-type: none"> <li>• Participation in class discussions and reflection activities.</li> <li>• Quiz on key concepts of strategic planning and risk mitigation.</li> <li>• Assignment on conducting a SWOT and PEST analysis for a chosen tourism enterprise.</li> <li>• Project on developing a risk mitigation strategy and applying foresight techniques.</li> </ul>
<b>Feedback and Support</b>	<ul style="list-style-type: none"> <li>• Learners can receive feedback on their progress through the Moodle platform's discussion forums and assignment submissions.</li> <li>• For technical support or content-related questions, learners can contact the course instructor via email or through the Moodle messaging system.</li> </ul>

#### Content Outline

##### 1. The Role of Storytelling in Branding (15 minutes)

- 1.1. Introduction to storytelling as a marketing tool.
- 1.2. Discussion on the importance of narrative in creating emotional connections with audiences.
- 1.3. Short video lecture on storytelling techniques.

##### 2. Introduction to Strategic Planning in Tourism (10 minutes)

- 2.1. Overview of strategic planning and its importance in the tourism industry.
- 2.2. Discussion on the elements of a successful strategic plan.

##### 3. SWOT Analysis (20 minutes)

- 3.1. Explanation of SWOT analysis and its application in strategic planning.
- 3.2. Step-by-step guide to conducting a SWOT analysis.

- 3.3. Video lecture on SWOT analysis best practices.
- 3.4. Interactive activity: Participants conduct a SWOT analysis for a chosen tourism enterprise.

**4. PEST Analysis (20 minutes)**

- 4.1. Overview of PEST analysis and its relevance in tourism.
- 4.2. Explanation of the four factors: Political, Economic, Social, and Technological.
- 4.3. Case study: Applying PEST analysis to a tourism business.
- 4.4. Interactive activity: Participants conduct a PEST analysis for a chosen tourism enterprise.

**5. Porter's Five Forces (15 minutes)**

- 5.1. Introduction to Porter's Five Forces and its application in the tourism industry.
- 5.2. Explanation of the five forces: Competitive rivalry, Supplier power, Buyer power, Threat of substitution, and Threat of new entry.
- 5.3. Infographic presentation on using Porter's Five Forces for strategic planning.

**6. Risk Mitigation and Foresight (20 minutes)**

- 6.1. Identifying and assessing risks in tourism business operations.
- 6.2. Developing risk mitigation strategies.
- 6.3. Introduction to foresight techniques and scenario planning.
- 6.4. Video lecture on risk management and foresight in tourism.

**7. Case Studies of Successful Strategic Planning (15 minutes)**

- 7.1. Analysis of real-world examples of strategic planning in successful tourism businesses.
- 7.2. Group discussion on the strategies and outcomes of these case studies.

**8. Conclusion and Recap (10 minutes)**

- 8.1. Summary of key points covered in the lesson.
- 8.2. Open floor for questions and reflections on the lesson.

By the end of this lesson, participants will have a solid understanding of strategic planning and foresight techniques in the tourism industry. They will be equipped to conduct SWOT and PEST analyses, apply Porter's Five Forces, and develop effective risk mitigation strategies to ensure the long-term success and sustainability of their tourism businesses.



## 5 Conclusions

---

Module 6: The Business: Entrepreneurship & Strategy provides participants with a comprehensive understanding of the essential business tools and strategies required to establish and manage a successful tourism enterprise. Through a combination of theoretical knowledge and practical exercises, learners have explored critical topics such as business planning, regulatory frameworks, financial management, and strategic foresight. They have gained insights into developing comprehensive business plans, navigating regulatory requirements, managing financial flows in seasonal enterprises, and mitigating risks through strategic foresight.

Upon completing this module, participants will be encouraged to apply their newly acquired knowledge and skills to real-world scenarios in their professional and personal lives. The emphasis on strategic planning, compliance, and financial management ensures that they can develop and operate tourism businesses that are legally compliant, financially viable, and strategically sound. By implementing the principles learned in this module, participants will be well-equipped to contribute to the growth and sustainability of tourism enterprises, fostering a commitment to entrepreneurial excellence and strategic innovation in the industry.